ACTION RESEARCH AS AN APPROPRIATE TECHNICAL ASSISTANCE APPROACH IN COMMUNITY DEVELOPMENT: AN INVESTIGATION OF ITS LINK TO ORGANIZATIONAL CULTURE

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ABSTRACT

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For any community development effort to be successful, there is a need to have a goodness of fit relationship between a providing system and a receiving system. In some specific development efforts, action research has been used by many providing systems as a linking mechanism. However, it has been used without analyzing its appropriateness as a technical assistance approach in relation to the culture of the receiving system.

This research will focus on a specific case where action research was used by a university in its efforts to provide technical assistance to a human service agency. In order to assess the appropriateness of the action research approach, the researcher utilized a methodological triangulation strategy. Participant observation, formal and informal interviews, and examination of agency documents were combined to gather data.

The researcher analyzed the study using three Cultural Frameworks. The first framework dealt with temporal and spatial dimensions within the organization. The second framework focused on the organizational culture and its relation to the external environment. Areas dealt with were the mission of the agency, the strategic means

used by the organization, and how the agency members perceive its role in the outside environment. The third framework revolves around the organizational culture and its relation to the internal environment. Specifically, three Cultural Elements--Organizational, Orientational, and Operational--were studied in relation to action research.

Findings revealed that there are significant compatibilities and incompatibilities between the features of action research and the elements of the organizational culture of the human service agency. Some of the factors in the study that may affect this relationship include the nature, history, and limitations of the organization.

The researcher concludes that in the application of the action research framework, it is imperative for the providing system to be sensitive to the nature and limitations of the receiving system. A lack of a careful scrutiny of such factors may impede the successful application of future action research endeavors.

This piece of work is humbly dedicated to my father, Domingo, my deceased mother, Brigida; my brothers--Rogelio, Amormio, Rolando, and Maurito; to my sisters--Divinia and Euselda; my brothers and sisters-in-law--Senen, Aurora, Amando, Miniver, Consorcia, and Lorenzo; my nephews and nieces--Ivan, Debbie, Ma. Elaine, Aries, Ronald Allan, Edward Walter, Sarah Suzanne, Sheila Joyce, Sherryl Ann, Tyrone John, Liza Joy, Margret Rose, Michelle, Marjorie Anne, Jerome, Christine, Claudette, and Camille; and my cousins--Josefa, Mamerta, and Virgilio.

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CHAPTER I

INTRODUCTION

The Problem in Perspective

All community development efforts, irrespective of approach, involve some kind of "linkage" process between the providing system and the receiving system. For the development episode to be truly effective, there should be a satisfactory link between the provider and the receiver--a goodness of fit between the systems involved. The existence of a link, and whether it is strong or weak or satisfactory or unsatisfactory, makes any development effort a complicated one. This complexity presses a need to understand and examine the goodness of fit between the parties involved in the planned change endeavor. A major step in strengthening the goodness of fit of the participating systems involves the provider's sensitivity to recipients needs and circumstances. Thus, the recognition of the differences between provider and receiver, and more importantly, how to bridge the gap between the two systems, makes up one dimension of the goodness of fit concept.

Social scientists have dealt with the goodness of fit issue. Evans (1979) notes that the provider and the receiver may have divergent views about the need for development. When this occurs, it may be due to differences between the cultures of the provider and the receiver systems--social customs, religious traditions, political systems, and economic and colonial history. Kilmann, et al. (1985:5) define culture as shared philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms that knit a community together. Jedlicka (1977) mentions that the cultural aspects of development efforts have only recently been appreciated. In discussing the transfer of technology to clients, he argues for the need to understand the effect of the client's culture on the adoption of technology. This understanding of, and respect for, the cultural aspects of the client system helps the change agent accomplish his/her job:

> If an extension agent working with Quechua farmers in Bolivia insisted, in opposition to their practices, that potatoes not be planted on certain ritual days or that food not be buried in the middle of a field, one can predict that his effectiveness in working with those people would be reduced - particularly if he has the nasty habit of openly ridiculing such beliefs, as is commonly practiced by some extension agents in Bolivia. While his life would not be threatened, his conduct would be considered rude and discourteous. (Jedlicka, 1977:25).

The above illustration is just one example. In a development setting, there are other cases that call for urgency in assessing the goodness of fit: 1) the providing system and the recipient system may agree on development goals but disagree on development means; or 2) the provider and receiver may share the same perspectives, but for different reasons (Fear 1985).

Webster (1976) defines fit as adapted to an end, object, or design; suitable by nature or by art; suited, qualified, appropriate. Good is defined as adapted to the end designed or proposed; useful, suitable, fit. An analysis of these definitions reveals that the goodness of fit concept revolves around the issues of adaptability, suitability, and appropriateness.

In dealing with the goodness of fit issue in development, it is imperative to focus on the WHO, the WHAT, the HOW and the WHY of the fit. The WHO includes the key actors in the development effort--the provider and the receiver. The WHAT encompasses the content of what is being provided. The HOW describes the manner in which the provider and the receiver are linked. This focuses on the means and processes of reaching an end (i.e., the linking mechanism used). Finally, the WHY delves into the reasons dealing with a need for the provider and the receiver to be linked. This puts great emphasis on the goals of the change effort.

Given this background, the concept goodness of fit will be defined as the extent to which a linking mechanism is appropriate to the situation. Appropriateness is concerned with the establishment of mutually acceptable goals and processes of the planned change effort. It may be assumed that, in any community development endeavor, the providing system (or change agent) diagnoses the culture of the receiving system or client system and then makes the necessary adjustments before they use a specific approach. This may not always be the case. A providing system may have a "pet" approach that it may consider as the most appropriate strategy to use in a planned change effort.

Statement of the Problem

The action research framework--a widely used research-action approach in community development has distinctive features that, in theory, enhance a strong link between the provider and the receiver. However, action research has overlooked one critical aspect in the relationship--the nature of the receiver. This entails the understanding of the organizational culture of the client system as it relates to action research. Schein (1985:9) defines organizational culture as:

> A pattern of basic assumptions-invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration-that has worked well enough to be considered

> valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.

The above definition supports the contention that it may not be appropriate to assume that the action research approach will prove to be effective in any effort and in every setting. Each organization, whether private or public, profit or non-profit, possesses a unique set of cultural characteristics that affects how a particular organization functions. Some client systems may have relatively constant needs while others may have fluctuating needs and problems. Moreover, client systems' culture and functions may vary depending on the extent to which they consume products in a collective or individual basis (Havelock, 1971). Havelock (1971) also suggests that there may be a "gap" between the provider of knowledge and the user of knowledge; neither the provider nor the client feels comfortable due to differences between the two systems in terms of values, languages, rules, norms, common patterns, perceptions and expectations.

This opens an opportunity for scholars to analyze the differences between the provider and the receiver in relation to the planned change effort--specifically the appropriateness of the linking mechanism used by the provider. Due to lack of understanding of the perceived differences between the cultures of the systems, difficulties will arise in assessing the appropriateness of a linking mechanism (i.e., action research).

Focus of the Study

Human service agencies are engaged in long-range planning efforts in order to establish new programs and improve their services. In this regard, they need the technical assistance of outside experts. The Department of Resource Development of

Michigan State University (MSU) is an example of a provider of technical assistance to various user groups. To provide this assistance, it has utilized the action research approach with community groups, agencies, and government organizations--especially with respect to needs assessment implementation. In all of its undertakings, it has used the same approach regardless of the type of organization with which it was working.

Because action research is the process by which the provider and the receiver of the technical assistance efforts are linked, it is essential to examine whether the linking mechanism is appropriate to the receiving organization. The determination of appropriateness can be achieved through understanding and analysis of the organizational culture of the client system. Such analysis should allow for the determination of whether there is "goodness of fit" between the providing system and the receiving system. In other words, this will reflect whether the action research approach is actually appropriate to the organizational context of an agency.

During Winter and Spring of 1986, the Department of Resource Development used the action research approach during the process of providing technical assistance to The Salvation Army Lansing, Michigan chapter (SALM). The agency, with the university's assistance, conducted a needs assessment of the Oak Park area--a lower-income, racially and ethnically mixed neighborhood. A case study of SALM, as a receiving system, will be the focus of this research. There are two reasons why the researcher selected SALM as the setting for the study. First, it is a good example of a human service agency that has become well-established through the years. Second, the relationship between the two systems made it easy for the researcher to conduct a post-hoc study.

Purpose of the Study

The purpose of the research is to analyze elements of the culture of the receiving organization (SALM) in relation to the features of the action research framework for the purpose of answering the question: How appropriate was the use of action research approach in this case?

Research Questions

The study will focus on the following research questions:

1. What are the elements of organizational culture that are compatible and incompatible with the action research approach?

2. What elements of organizational culture should action research scientists consider before they engage in a planned change effort?

To better understand the significance--and to more fully appreciate the applicability--of the goodness of fit concept, is to explore its relevance for development in general, and for a specific type of development, viz., community development. In considering the relevance of the fit concept and the WHO, WHAT, WHY, and HOW of the fit, we shall focus on alternative models of planned change and the alternative approaches that have been used in the community development process.

These models and approaches will reflect that there is an emphasis on the collaboration between the providing system and receiving system. It is asserted that there is a client-centered orientation in each of them. Goodness of fit issues are indirectly addressed in each model or approach. However, notably absent is an analysis of the features of a model or approach in relation to the culture of the receiving system.

Alternative Models of Planned Change

as Related to the Goodness of Fit Issue

Havelock and Havelock (1973) describe four major approaches: change as a problem-solving process, change as research and development, change as a process of social interaction, and change as a linking process.

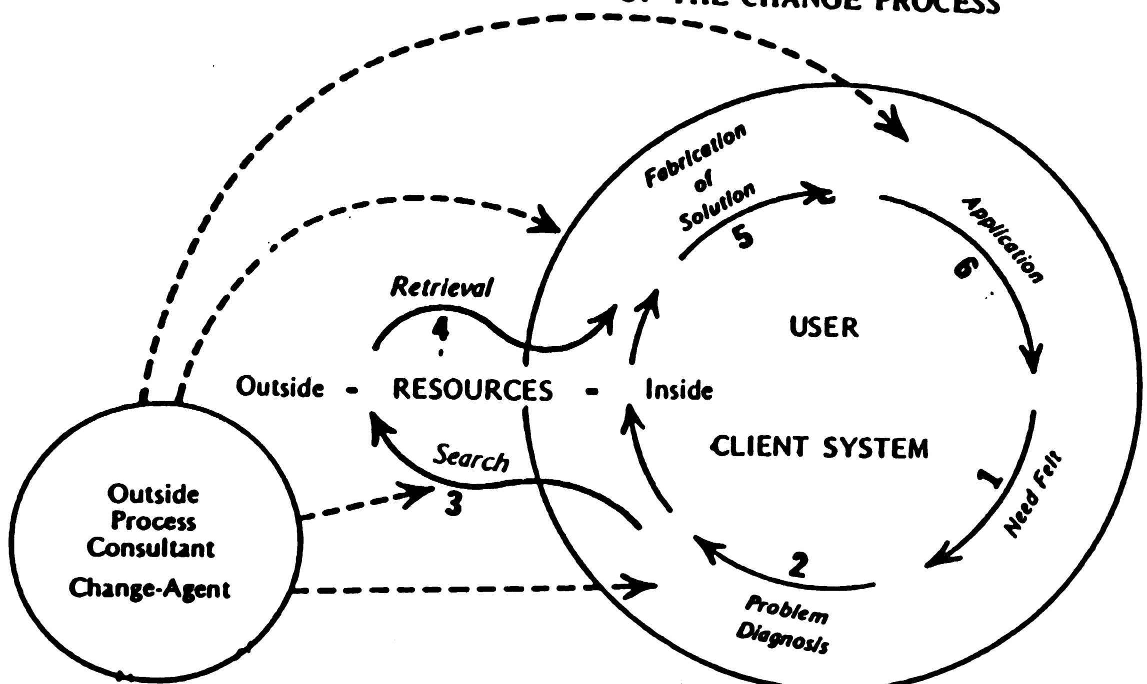
Change as a Problem-Solving Process

The problem solving process has as its emphasis the client-centered approach to planned change. As illustrated in Fig. 1.1, the process is composed of a sequence of activities that starts with a particular need as sensed by the client. The need is then translated into a problem statement through problem diagnosis. The succeeding steps or stages includes the evaluation of alternatives, selection of the preferred alternative and, finally, implementation. Because the model treats the users as client systems, the relationship between the provider and the recipient implies a collaborative arrangement.

Four issues are important in this approach:

- o User need is a paramount consideration in the planned change activity.
- o Problem diagnosis is a critical part of the change process. It is assumed that, unless an effort has been made to define user needs through diagnosis, user needs cannot be effectively served.
- o There should be an optimal use of the client's resources to solve a problem.
- o Change that is self-initiated is usually the best change. It is said that this is more long-lasting than change initiated by outsiders. It is therefore more effective if the change agent employs a non-directive approach.

FIGURE I.1
THE PROBLEM-SOLVER VIEW OF THE CHANGE PROCESS



(Source: Havelock, R. and M. Havelock. Training For Change Agents. Ann Arbor, Michigan : Institute For Social Research, University of Michigan, 1973. p. 9.)

Goodness of Fit in the Problem-Solving Process. In the problem solving model, the WHO pertains to the outside consultant/change agent and the user-client system. To evaluate the effectiveness of the innovation in relation to the needs of the user (WHY), both parties engage in a collaborative, nondirective arrangement (HOW). The change agent provides new ideas and innovations (WHAT) specific to the diagnosis. Because the client involvement is vital, it is important for the change agent to be non-directive in sharing his/her diagnostic skills with the user.

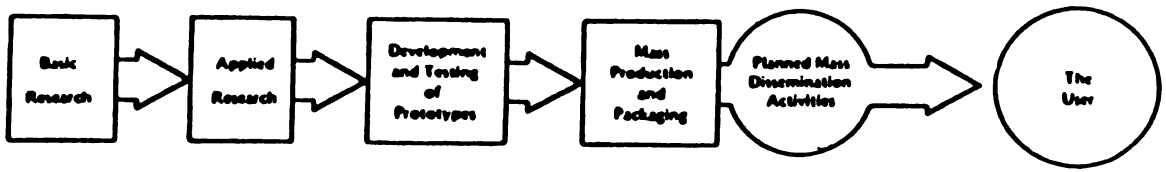
Change as Research and Development

As shown in Figure 1.2, five major components or stages are included in the research and development approach. This sequence starts with basic, and is followed by applied, research. The development and testing of prototypes follow before products are produced and packaged. The final phase involves mass dissemination to the user. Havelock and Havelock (1973) state that, in this model, the innovation becomes more effective when two factors are in place. First, evaluation should be employed at each stage of the process. Second, the innovation process should be guided by cost-benefit analysis of specific alternatives.

The approach represents a highly systematic process, and is based on four assumptions:

- There is a rational sequence in the evolution and application of an innovation.
- The sequence involves a systematic, long-term planning process.
- The consumer is rational, and his/her involvement in the research and development process is passive.
- The consumer will likely accept the new idea if presented in the right way, at the right time, at the right price, and in the proper form.

FIGURE I.2
THE "RESEARCH, DEVELOPMENT, AND DIFFUSION" VIEW OF THE CHANGE AGENT



(Source: Havelock, R. and M. Havelock. Training For Change Agents. Ann Arbor, Michigan : Institute For Social Research, University of Michigan, 1973. p. 13.)

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Goodness of Fit in the Research and Development Process. Providers (i.e., researchers) and consumers are the main actors in this model. For effective dissemination to occur, the change agent must be able to judge the soundness of the innovation that the provider is advocating and, as a consequence, train the user to have the same skill. If the provider is not skillful at this, he will lose his linkage with the user. Consequently, the provider should advocate an innovation that will work for the user system.

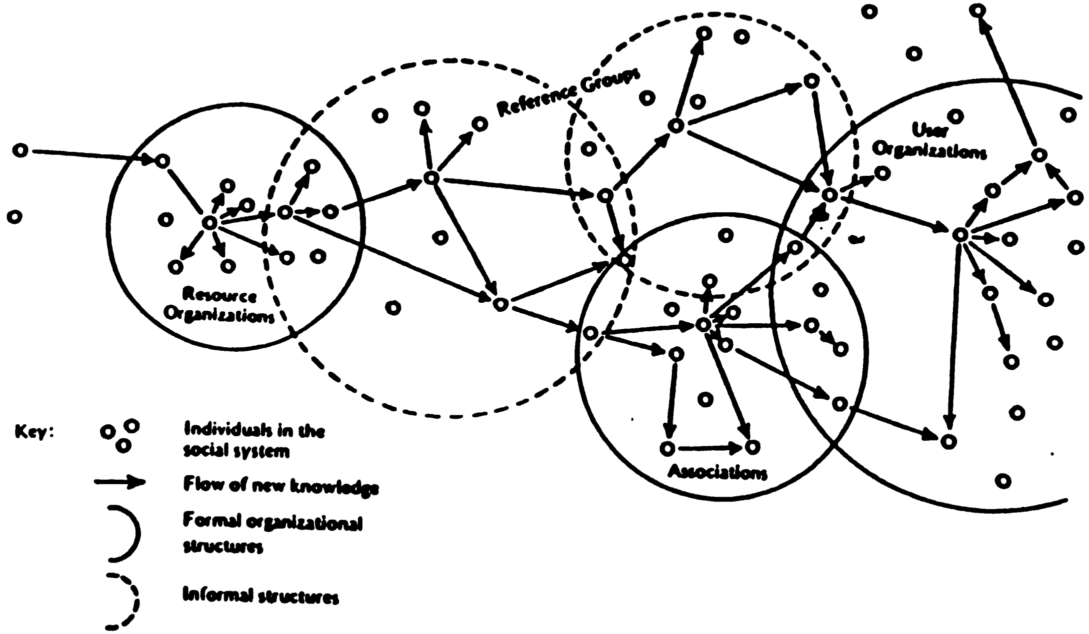
Change as a Process of Social Interaction

This model focuses on the diffusion of ideas through existing social systems. This is shown in Figure 1.3, where new knowledge flows through different structures. Formal organizational structures include resource linkers. On the other hand, reference groups are examples of informal structures. This model stresses the receiver of knowledge, ideas and information and, specifically, the receiver's perceptions and response to the ideas as they are presented by an outside source.

Points emphasized in this model include:

- Attributes inherent to any innovation, as perceived by adopters, will affect the rate or extent of the ideas' diffusion through the target system. The effective dissemination of new information is facilitated by informal opinion leaders in the target system.
- In the process of deciding whether to accept or reject a new idea, the individual undergoes a predictable sequence of mental process or phases.
- Because not all people go through the mental process at the same rate, some individuals adopt new ideas faster than others.
- It is essential for the change agents to understand the social characteristics of the individuals who adopt ideas more rapidly than others.
- As they conduct planned change programs, effective change agents will apply their knowledge about individual/group dynamics.

FIGURE I.3
THE SOCIAL INTERACTION VIEW OF THE CHANGE PROCESS



(Source: Havelock, R. and M. Havelock. <u>Training For Change Agents</u>. Ann Arbor, Michigan : Institute For Social Research, University of Michigan, 1973. p.19.)

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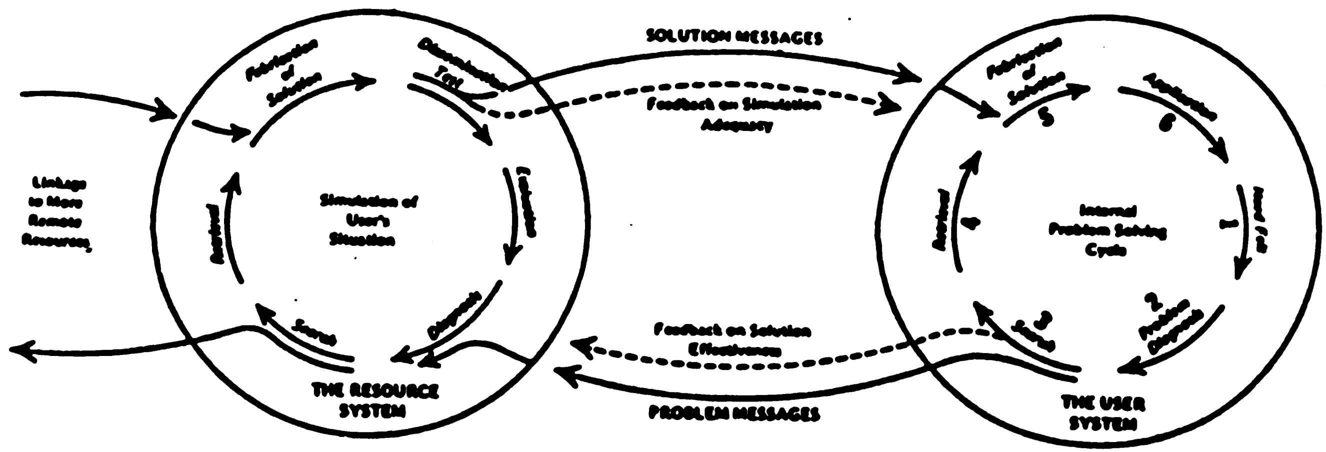
Goodness of Fit in the Social Interaction Process. Several actors are involved in the social interaction process: communicators (outside change agents), informal opinion leaders, and users. To disseminate new ideas and practice effectively, informal personal contact, group membership, and reference group identification should be examined by the change agent. This includes identification of opinion leadership, circles of influence within the social system, and the use of multiple media approaches. The change agent should make use of her knowledge of the client system (e.g., culture) as a means to bridge the distance between her and the clients. If she succeeds in this effort, an effective dissemination of the innovation will have been facilitated.

Change as a Linking Process

As depicted in Figure 1.4, the model focuses on the change agent's engagement in a collaborative process, not only with the target system, but with a diverse group of potential resource systems. The figure shows two sides of the model. The first one pertains to the user system's involvement in an internal problem-solving cycle. The second one deals with the resource system's simulation of the user's situation. In the process, solution and problem messages are exchanged between the two parties. As a consequence, feedback on simulation and solution effectiveness are also exchanged. There is an important need for the change agent and the target system to clearly understand each other. Both parties should also have the willingness to listen to new ideas. During the process, both the change agent and the target system develop the capacity to simulate how the partner conceptualizes the problem-solving process.

FIGURE 1.4
A LINKAGE VIEW OF RESOURCE-USER PROBLEM-SOLVING



(Source: Havelock, R. and M. Havelock. Training For Change Agents. Ann Arbor, Michigan : Institute For Social Research, University of Michigan, 1973. p. 23.)

Goodness of Fit in the Linkage Process. The WHO in this model refers to the resource system, user system, and other outside resources. To build a relationship of trust and a perception of the user that the resource system is truly concerned, a reciprocal relationship should be established. But the linkage process in this model is not limited to the resource and user systems. The resource system, in its efforts to help the user system, must have access to other expert resources. This extended linkage makes the change process more effective.

Comparison of the Planned Change Models

A comparative analysis of the alternative models of planned change is presented in Table 1.1. Points related to the alternative models are summarized.

Table 1.1. A Comparison of the Four "Linking Mechanisms" As Related to the "Goodness of Fit" Issue

	Alternative Models of Planned Change			
	Problem Solving	Research and Development	Social Interaction	Linking Process
WHO are the Actors?				
Role of the change Agent	Consultant, Collaborator, Non-directive	Provider, Researcher	Communicator, Disseminator	Resource System
Role of the Client System	User System	Consumer	Informal opinion leader, Follower	User System
	User need is paramount; he/she should have the initiative to apply the innovation so that he/she develops a strong commitment.	Passive, but rational, consumer who will accept the innovation if offered in the right time, place and form.	User belongs to a network of social relations which influences his/her adoption behavior.	Problem-solver and is very related to outside resources
WHAT is being provided/received?	Guidance on the process of problem-solving	New ideas, practices, products	Innovations	Knowledge and ideas
WHY is it being provided/received?	Try out and evaluate its effectiveness in satisfying user's needs	To give the users practical and social benefits	To satisfy the user's needs	To help the user with the solution process
HOW is it being provided/received?	A collaborative, non-directive diagnosis of need is an integral part of the process.	The change agent trains client system to judge the soundness of the innovation being advocated.	The change agent utilizes natural communication network and multiple media approaches.	A reciprocal simulation between the change agent and the user system should be developed. A relationship of trust and concern should also be built between the two parties.
Focus of Attention	Focuses on the adopter or utilizer of knowledge	Concentrates on the nature of innovation and the work necessary to develop and diffuse it	Concentrates on the network through which information spreads.	Emphasizes factors that must be considered regarding the communication network, the resource systems, and the user.
Key Questions Regarding the Goodness of Fit Issue	Is the change agent sharing his diagnostic skills with the client system?	Does the change agent advocate innovations which do not work for the client system?	Is a psychological distance between the change agent and the client system difficult to overcome?	Is there a reciprocal feedback relationship between the change agent and the client system?

Major Approaches to Community Development in Relation to the Goodness of Fit Issue

Christenson and Robinson (1989) have identified three major community development approaches: self-help, technical assistance, and conflict. Others in the social science field have parallel approaches or themes. Crowfoot and Chesler (1974) consider three strategies of planned change as the counter-cultural (self-help), the professional-technical (technical assistance) and the political (conflict). Chin and Benne (1969) identify three schools of planned change as the normative-reeducative (self-help), the empirical-rational (technical assistance), the power-coercive (conflict). Rothman (1974b) has compared three primary areas of community organization practice in social work: locality development (self-help), social planning (technical assistance), and social action (conflict).

Although each approach differs in a number of fundamental areas, all involve an essential "linkage mechanism"--the critical relationship between the provider and the recipient.

The Self-Help Approach

Littrell (1980) describes the self-help concept as a basic approach in both the theory and practice of community development. Self-help is defined as a "process that assumes that people can come together, examine their situations, design strategies to deal with various segments of their surroundings, and implement plans for improvement" (Littrell 1980:64).

In the self-help approach, the change agent acts as a facilitator-catalyst of the development process. It is the role of the change agent to "help the community more clearly define and achieve its goals" (Task Force Report to ECOP 1975:5) and thus assist the client and target systems in becoming increasingly competent to guide their own lives. The recipients are assumed to have the basic right and ability to come together and to form appropriate structures and procedures for the settings in which they must or choose to function.

Goodness of Fit in the Self-Help Process. The change agent in self-help is--as facilitator-educator--responsible for teaching the people with problem solving skills and ethical values. The people, in turn, collectively utilize these skills to solve their community problems. It is important for the change agent and the client system to have compatible goals in relation to the change effort. This is a critical issue in the achievement of a "fit" between the two parties.

Potential goodness of fit problems related to the self-help approach have been identified by Littrell (1980). One major obstacle that they discuss involves the incompatibility of the goals of the change agent and the people. They elaborate by stating that the people's only goal may be the completion of a specific project. On the other hand, the change agent may have the desire of helping people learn how to deal with a situation in an effective manner, and to be able to transfer that knowledge to other situations so that they can achieve independence.

The Technical Assistance Approach

Technical assistance is defined by Wright (1978:343) as "the provision of programs, activities, and services... to strengthen the capacity of the recipients to improve their performance with respect to an inherent or assigned function". Fear et al. (1989) agree that this approach has the function of helping communities define their needs, problems and solutions, while simultaneously respecting some degree of community autonomy in the planned change process.

The change agent in this approach plays the role of a provider. She seeks to provide services in the most efficient manner. The provider's goal is for the recipient to adopt skills and technology necessary to achieve the objectives of a planned change effort. On the other hand, the recipients are considered consumers of the assistance provided.

Fear et al. (1989) present some assumptions underlying technical assistance that are specifically related to the linkage mechanism between the provider and consumer:

- Someone knows about something that another does not;
- someone decides (the provider, the recipient, and/or someone else) that the potential recipient needs assistance;
- there exists a climate within which a provider-receiver relationship can be established; and
- someone provides assistance and other receives.

In technical assistance, the linkage between the provider and recipient may be non-developmental in nature. T.R. Batten (1975:5) comments:

> The agency may decide whatever it thinks people need or ought to value or ought to do for their own good, and sometimes how they ought to behave. These decisions become the agency's goals for people. The agency will then provide whatever staff, equipment, premises, and programmes it thinks are needed to meet the needs or interests of the people it wishes to help, in the hope that they will avail themselves of the services or activities it provides. This will bring them into contact with the agency's workers who will then try to influence people in relation to the agency's ideas of betterment for them...The agency and its workers think, decide, plan, organize, administer and provide for people. Always the main initiative, and the final say, remains with them.

Goodness of Fit in the Technical Assistance Process. In this approach, the change agent--as provider-planner--can strengthen people's capacity in problem-solving by delivering programs, expertise, goods and services. The clients, in turn, become the consumers of this effort. To achieve "fit," there should be a mutual understanding between the change agent and the client system regarding the possible costs and benefits of the technical assistance. It is also essential that the change agent makes sure that the program and services are compatible with the needs, skills, and capacities of the client system.

The Conflict Approach

Saul Alinsky (1969) stressed that not all social change is spearheaded by self-help or technical assistance agents. There are some planned change endeavors that require the use of conflict. Coser (1956:8) defines conflict as: "A struggle over values and claims to scarce status, power, and resources in which the aims of the opponents are to neutralize, injure, or eliminate the rivals". Robinson (1980) has emphasized that a conflict situation exists when there is a behavior threat by one party directed at the territory, rights, interest, or privileges of another. The threat is purposely made to eliminate one party's access to available resources and standing goals. In view of the fact that the goals of opposing parties are not compatible, conflict situations become very threatening because of the intensity of the behavior of one party to limit the attainment of the goal of the other party.

In the conflict approach, the change agent plays the role of organizer. He is responsible for organizing a part of a community in order to acquire resources that are "due" the segment. This action is usually related to the issue of social justice. On the other hand, the client is perceived as a victim of social inequity and injustice.

Therefore, to be "linked," the change agent and the client system should collaborate in developing a conflict strategy to achieve their goals.

Goodness of Fit in the Conflict Process. The change agent as organizer in the conflict approach, establishes a linkage with the people--as victims--to identify issues and mobilize them in dealing with the power structures. To achieve a good fit, the change agent and the client system should be involved in a collaborative process for the purpose of examining the strategies that are appropriate to the conflict situation. They should also agree on the goals of the conflict outcomes.

Several linkage problems are associated with this approach. One may be caused by the failure of the change agent to carefully analyze two social contexts: the power structure and factors of territoriality. This becomes a problem when the change agent is not aware of the types of individuals and groups inside the community, particularly their conflict and consensus areas. Problems may also arise if the change agent is unrealistic and unwilling to compromise as he faces the conflict situation. Lastly, problems will emerge if change agents carelessly offer their skills to groups who do not hold the same value of freedom, justice, and empowerment regardless of differences.

Comparison of the Community Development Approaches

To compare the three community development approaches in relation to the fit concept, Table 1.2 presents the WHO, WHAT, HOW and WHY questions related to the goodness of fit issue.

Table 1.2. A Comparison of Self-Help, Technical Assistance, and Conflict as Planned Change Approaches as Related to the "Goodness of Fit" Issue

	Planned Change Approaches		
Variables	Self Help	Technical Assistance	Conflict
WHO are the Actors?			
Role of the Change Agent	Facilitator/Educator	Provider/Planner	Organizer
Role of the Client System	Citizens	Consumers	Victims
WHAT is being provided	Problem-solving skills and ethical values	Provision of expertise, programs, goods, and services	Assistance in manipulating mass organization and political processes.
WHY is it being provided/received?	To increase community capacity and integration in order to solve community problems.	To strengthen peoples capacity in problem-solving regarding social issues.	To shift power relationships and resources from the powerful to powerless
HOW is it being provided/received?	Through broadly participatoryprocesses and structures designed to strengthen community capacity building	Apply scientific method for an effective technical problem solving	Mobilization of the people and effective issue identification in dealing with the oppressors
Key Questions regarding the Goodness of Fit Issues	Are the goals of the change agent and the client system compatible in relation to the self-help effort? What linking efforts are necessary so that the people can come and work together despite different social background and various interests?	Is there a mutual understanding between the change agent and the client system regarding the probably costs and benefits that may arise from the technical assistance effort? Are the programs, activities, and services provided by the change agent compatible with the needs, skills, capacities of the client system?	Are the change agents and the client system together in examining the intervention strategies that are appropriate to the conflict situation? Do the parties agree on the potential goals for conflict outcomes?

A Fundamental Characteristic in the Development Process

Many more questions pertaining to the "linkage" issue could be raised. Nevertheless, given the questions posed in the preceding section, the point is that, irrespective of the approach used, whether--the change agent is a facilitator, provider, or organizer, or whether the clients are citizens, consumers, or victims--there is always a need to assess the "goodness of fit" in the development effort. Merely assuming that an approach will always work because it advocates a client-centered strategy does not mean that it will work effectively. A basic assumption is that the appropriate use of an approach or model depends on its level of compatibility with the features of the receiving system's culture.

The exploration of the models of planned change and the approaches to community development have provided significant issues in relation to the goodness of fit concept essential in the development process. To add more relevance on the research problem stated earlier in the chapter, it is also imperative to examine action research as a linkage mechanism and as a type of technical assistance as it relates to the goodness of fit concept.

Action Research as a "Linkage Mechanism"

There is one topic in relation to the goodness of fit issue that should not be overlooked because of its special relevance to the development field--action research. Action research, as a specific example of technical assistance, is a means of planned change, and can be conducted in conjunction with all modes of community development process. Fear (1986:2), in adapting Voth's definition, describes action research as:

> A tool used by a community with the objective of acquiring through resident participation, valid and reliable information that can be used to enhance the community's problem-solving capabilities.

Action research has a linkage element built by blending research with action. Voth (1979:73) explains that:

> Action research provides...valid information or intelligence that is required for the community development to occur. It involves the community itself in obtaining feedback on the community development process and its progress or lack of it (process evaluation), or it may be essential data about the environment in which the process occurs (economic base studies,etc.); in any case, it involves a process of education, self-education, or enlightenment, which the community development process requires of its participants.

The process focuses on the development of the ability within the client system to diagnose problems, to develop plans, and to implement changes. The model consists of different action and research phases. It includes data gathering, analysis and diagnosis phases; planning and implementation phases; and, for further diagnosis and action, an evaluation phase. This process is thus seen as a continuous cycle that provides a general model for problem-solving and change within the system. Linkage between the provider and the recipient systems is a major part of the model (Sollie and Howell 1981). The partnership between the change agent and the client system may contribute to a better public understanding of science and a better understanding of the public by scientists (Fear, 1985).

Goodness of Fit in Action Research

As revealed in Table 1.3, the goodness of fit concept is central to the action research process. The WHO in this framework are the researchers and the non-professionals. Because local participation is incorporated into the research process, it is imperative that the problem be sensed by the local participants. Technical assistance is provided (WHAT) to obtain valid and reliable information. The information gained can enhance rational and responsible decision making not only for the purpose of practical problem-solving, but also for theory generating (WHY). In this framework, the provider and the receiver systems are involved in a collaborative manner (HOW) to tighten the link between research and action.

Table 1.3. The Action Research Framework As Related to the "Goodness of Fit" Issue

Variables	Action Research as a Linkage Mechanism
WHO are the Actors?	
Role of the Change Agent	Researchers/technical expert provides assistance in designing and conducting the study. She also works with the clients in applying the data for program planning purposes. The researcher facilitates the diffusion of knowledge and subsequent action based on that knowledge.
Role of the Client System	The non-professionals are actively involved in the research process.
WHAT is being provided/ received	Technical assistance is provided in order to obtain valid and reliable information for a responsible decision making.
WHY is it being provided/ received?	The two purposes of action research are: a) problem solving producing; and b) knowledge producing.
HOW is it being provided/ received?	The provider and the receiver are involved in a collaborative process in a variety of tasks that are associated in designing and conduction the research.
Goodness of Fit Questions	-How can the provider insure that user needs and interests are taken into consideration? -How can the provider assure that local commitment and participation is undertaken?

Action Research and the Collaborative Role of the Social Scientist

Emery (1976) stresses that social scientists have a unique mission of mutually enriching social science and important practical affairs. This negates the older view that the primary task of a researcher is the disinterested pursuit of knowledge. The critical areas of social science can only be advanced by collaborating actively with institutions and groups outside the universities.

Emery goes further by distinguishing three major roles of the social scientists--the academic, the service, and the collaborative. Academically, the social scientist is guided by "values of objectivity and a disinterested pursuit of knowledge" (1976:14). He is not held responsible for the selection of relevant areas for his research. The focus is more on helping others toward conceptual clarity and efficient methods.

The role of service occurs when a social scientist performs a consultant function with an outside organization. The service role can negate the aims of social science because the capabilities of the social scientist will be called upon only for the purposes of the institution with whom she is working--especially if her contractor may have interests that are inconsistent with those of social science.

The collaborative role has been the main concern of Emery. For collaborative research to be carried out, there needs to be agreement on the values that will guide the research--values of the researcher and those being researched.

Action Research in a University Setting

The collaborative role in action research differs essentially from the traditional research function. Through action research, advances in knowledge and practical pursuits go hand-in-hand. Szanton (1985) gives lessons for university scientists who are involved in action research. He observes that they should give in-depth thought on how to produce a strong client--one who can manage their own problems, be less fearful of innovation, and make wise use of innovations.

The involvement of the university in its external environment pertains to the transfer of knowledge and technical assistance to various users--local governments, public and private agencies, organizations, and other groups. Commager (1965:79) states:

> The university is, next to government itself, the chief servant of society, the chief instrument of social change. It occupies something of a symbolic role of both the church and the state in the Old World, but it fills a role which neither church nor state can effectively fill, it is the source, the inspiration, the powerhouse, and the clearinghouse of new ideas.

It is in this regard that action research can be considered an essential linking mechanism for a university to employ because of its role as a major provider of technical assistance. The involvement of universities in public service activities of various kinds is becoming more and more a matter of both interest and action. Sollie and Howell (1981) review different viewpoints on the appropriateness of the assistance that the university provides in various public sector activities; and much has been written about strategies and techniques for such involvement. They add that involvement of universities in public service and assistance activities is not new. Land-grant universities have long been responding to the various needs in the regions and communities for over a century.

Research Approach

To answer the questions raised, the researcher will conduct an ex-post facto analysis of the organizational culture of SALM. An assumption that fundamentally underlies this study is that <u>an understanding of the organizational culture of the receiving system (SALM) is important to determine the level of appropriateness of a linking mechanism used by the providing system (MSU)</u>. However, the study of the culture of an organization entails a careful scrutiny of elements within an organization.

identifying these elements and studying them presents hurdles for researchers. Being able to relate these elements to the action research framework is an important challenge that all researchers face.

This study's framework is based on the work of Edgar Schein (1985). Some selective application and modifications of this theory were made based on the purpose of the study and the research interests underlying the study. Three frames of reference were developed. These cultural frameworks are relevant to action research in different ways. Action research implementation is affected by time and space dimensions. External environments (e.g., relationships between organizations) and internal environments (e.g., structures, orientation, and operations of organizations) can encourage and hinder the use of action research. An analysis of these cultural frameworks may pose significant impacts to the assessment of goodness of fit issues. Each of these frameworks will be discussed in detail.

Cultural Framework I: Organizational Culture in Relation to Temporal and Spatial Dimensions

This framework is divided into the temporal and spatial dimensions. With regard to the temporal dimension, Schein (1985) has mentioned that every culture makes assumptions about the nature of time. In this regard, the researcher focuses on the issues of time orientation and time management.

In terms of time orientation, several authors (Schein, 1985; Kluckholm and Strodbeck, 1961; and Reitz, 1981) explain that groups and organizations have different orientations--toward the past, the present, and the future. In the organizational context, different orientations among the staff may have had adverse effects on the planning and courses of action that they may take. Regarding the issue of time management, Hall

(1977) has laid out three types of perspectives--the monochronic (doing one thing at a time), the polychronic (many things done simultaneously), and the circular (deals with phases and cycles). A look at these aspects will help determined how organizations perceive time as a scarce resource, and whether an efficient use of it is more or less important. Some organizations put less emphasis on the efficient use of time and more time on the quality of the accomplishments, regardless of the time spent. One can therefore ask about the relevance of the time dimension to action research. Several questions can be considered: 1) How is time, as a resource, perceived in action research? 2) What kind of time orientation is needed for action research to be suitable? 3) What kind of time management is necessary so that successful action research implementation is possible?

Spatial considerations have their place in action research toward organizational activities. Van Maanen (1977) emphasizes that the space dimension has both physical and social meanings. Schein (1985) adds that, for social action to occur, there should be shared assumptions about the placement of physical objects in an environment and the individuals' spatial orientation in relation to others in a group or organization. Reitz (1981) concurs with this assessment by sharing that physical, architectural, and psychological distances can increase or decrease the opportunity to interact in an organization. Hall (1966) utilizes two concepts to explain this--the sociofugal (inhibits interaction) and the sociopetal (encourages interaction) factors. The way that objects are spatially arranged in an environmental setting affects interaction among staff and between staff and their clients. Key questions to ask regarding the action research approach and spatial orientation are: 1) How does the physical layout and architectural design of the organizational environment affect collaboration between staff and clients?

2) How do the staff orient themselves spatially among themselves and with others outside their organization?

Cultural Framework II: Organizational Culture in Relation to the External Environment

Organizational culture cannot be fully understood if studied apart from its external environment. Hunsaker and Cook (1986) believe that it is important to understand that few organizations exist solely for the satisfaction of the insiders who comprise their membership. Most of organizations function in relation to outside society. In this regard, this study focuses on three important components. First, it will examine the mission of the organization. This deals with the organization's fundamental purpose. Tasks and functions (manifest and latent) of the organization will be examined. Second, the study will analyze strategic means that the organization uses as it relates to the subsystems of the external environment. Means can be divided into three approaches: adaptation--the process of adjusting to the demands of the external environment; integration--the process of incorporating into the larger environment; and stabilization--the process of maintaining equilibrium despite environmental forces.

Third, the role that the organization perceives in relation to the external environment will be studied. The concept has been modified based on the idea of Schein (1985). This researcher classifies the roles as: superior-pivotal--the organization viewing itself as capable of dominating its environment; collaborative-egalitarian--the organization assuming that it should harmonize and collaborate with other systems in the outside environment; and, inferior-dependent--the organization assuming that it is a subjugate to the external environment.

In the action research perspective, several questions can be asked related to this second framework: 1) What is the compatibility between the mission, tasks, and functions of the organization and the goals of action research? 2) How do the strategic means used by the organization relate to the principles of action research? 3) How does the perceived role of the organization, in relation to the external environment, mesh with its role in past and present action research efforts?

Cultural Framework III: Organizational Culture in Relation to the Internal Environment

Like the external environment, the internal environment is equally important in the study of the culture of an organization. The interrelationships among the components of the internal environment is a reflection of the organizational culture. This researcher will refer to the three culturally-relevant components of the internal environment as the "three O's": organizational, orientational, and operational.

Under organizational, the researcher will focus on two issues--leadership and structure. The leadership aspect will deal with decision-making processes, power, and influence within the organization. Schein (1985:316) emphasizes that the study of leadership is important because it is "intertwined with culture formation, evolution, transformation, and destruction". On the other hand, looking specifically at the decision-making processes and the issues regarding power and influence within the organization also adds importance to the study of the organizational culture. Reitz (1981) stresses that the decision-making process in an organization is not always thoroughly understood because the factors that influence it are complex. Who has the power, how it is used, and how much of it they want and actually have are also important questions to consider (Hunsaker and Cook 1986).

The structural aspect will focus on hierarchy, division of labor (team-building), and communication processes. According to Arnold and Feldman (1986:241), the structure of an organization deals with the formal arrangement of activities within the organization. It focuses on three interrelated goals. The first goal deals with the definition of the lines and authority within an organization. An analysis of the hierarchy of the organization will be relevant to this goal. Second, the structure helps in channeling the flow of information and communication in an organization. A look at the processes of organizational communication will provide a vivid picture of this. The third goal is to achieve coordination of the activities of different individual staff. An examination of the division of labor and team-building activities of the organization is very essential in this regard.

The orientational part will deal with three major aspects: 1) symbolical; 2) attitudinal; and 3) emotional. The symbolical aspect will focus on three issues--tradition (i.e., the use of uniforms, rituals and ceremonies, events, and artifacts), religion (i.e., beliefs and practices), and language. Studying this aspect is important because organizational activities are carried through symbols. Specifically, managing organizations is a symbolic activity. The leaders influence other persons through wielding symbols that have meanings for them (Hofstede, 1987). The attitudinal aspects will revolve around two issues. The first one deals with two questions that Schein (1985) has dealt with in his work: Is the individual more important than the organization? Is the organization more important than the individual? The second issue will deal with their attitudes about the establishment of boundaries within their culture--who should be part of the organization and who should be excluded. A look at these issues will help reveal the predispositions of the organization's members in relation to their present environmental matrices. The emotional aspect will specifically touch on issues of intimacy and acceptance. Delving into emotional issues are also important because it will help assess how organizational members are able to manage their organizational tasks in relation to the peer relationships which have been established.

The third "O", operational, includes three factors--the behavioral, the relational, and the functional. The behavioral component refers to the concrete actions engaged in by individuals especially in the course of performing the tasks as organization members (Arnold and Feldman 1986). In this regard, the study deals with two issues: reactive and proactive behaviors. Arnold and Feldman (1986) state that, traditionally, organizations have been reactive in dealing with their environments. They also added, however, that organizations can also be proactive depending on the demands of the external and internal environments.

The relational aspect deals with the relationships between the organizational members in the performance of their tasks. There will be a focus on three issues--the paternalistic (those in power are obligated to take care of those not in power), consultative (all levels have relevant information to contribute but power remains in the hands of the leaders) and the participative (information and skills at all levels are relevant to organizational performance; power must be shared as appropriate). These three issues are based on Schein's idea of organizational relationships. He has laid out six different types but, for the purpose of this study, only the three mentioned above will be dealt with. The others that Schein deals with are: autocracy, delegation, and collegiality.

The functional part deals with those aspects of group activity that are related to the organization's basic mission. It will look at four major parts: cooperative (working interdependently through coordination), formulative (creative generation of new ideas, strategies and solutions), diagnostic (investigative problem-solving), and facilitative (implementing solutions in an efficient and effective manner).

Finally, it is relevant to pose questions about the relevance of the three Os to the action research framework: 1) How will leadership styles and organizational structures affect the implementation of the action research effort? 2) How will the orientation of the organization have an impact in establishing action research relationships? 3) How will the operations of the organization affect the implementation of action research activities?

Through an analysis of the three cultural frameworks, the researcher will develop a typology of the elements of the organizational culture that will help assess the appropriateness of the action research framework.

Research Methods

In this study, three research methods are employed: participant-observation, personal interviews, and the examination of agency documents. Participant-observation techniques involved attendance in staff meetings and advisory board meetings. Detailed notes were taken by the researcher during these meetings. Seating arrangements among staff and advisory board members were also considered. The researcher also observed daily activities of the human service agency. With regard to interviews, the researcher used primary and secondary informants to collect pertinent information. They were selected based on their decision-making capacity and lines of authority within the organizational structure. Agency documents were examined to substantially provide information describing the nature of the organization.

Organization of the Study

Chapter II will provide a review of the literature of the action research. Emphasis will be given on its history, principles, and processes.

Chapter III will revolve around the description of the providing system and the receiving system--The Michigan State University--Department of Resource Development and The Salvation Army, respectively. The researcher will also provide background on the 1986 joint collaboration between the two systems.

Chapter IV will focus on the methodology of the study. Background on qualitative approach will be included as the research means. The researcher will also provide a description of the phases of the research process--from entry to the research site to the exit phase. Limitations of the study will also be provided.

Research findings are presented in Chapters V to VII. Chapter V includes the findings of the study related to Cultural Framework I. An analysis of the temporal and spatial elements of the culture of the organization will be made in relation to the appropriateness of the action research effort. Chapter VI deals with the findings of the study related to Cultural Framework II. Findings related to the external environment specifically the mission, strategic means, and the role of the organization will be laid out. Chapter VII revolves around the findings of the study related to Cultural Framework III. These findings will focus mainly on the elements of the organizational culture as it relate to the internal environment. Three Os will be touched upon: Organizational, Orientational, and Operational.

The final chapter, Chapter VIII, will give attention to the study conclusions, implications, and recommendations. Recommendations for future directions of research will also be provided.

CHAPTER II

PERSPECTIVES ON ACTION RESEARCH

Introduction

This chapter deals with the theoretical and conceptual foundations of action research. Different definitions of action research are provided. The history of action research is discussed and its evolution described. The reader will also be exposed to the specific features of action research. The areas that are discussed are the interplay between action and research, dimensions of action research, principles of action research, the actors in action research, and the phases of action research. Action research is also compared to another important tradition--participatory research--in relation to ideology and practical economy. These two traditions are compared in relation to their ideology and practical economy. Discussion also centers on the generic characteristics of action research and schools of action research. Attention is given to both the conditions favoring the success of action research and the dilemmas and limitations of action research.

The author provides such a broad discussion for a purpose. This study deals with an analysis of the elements of action research as they relate to the culture of a receiving system. A comprehensive analysis would not be possible without providing a basic background of what action research is. The theoretical foundation lays out different perspectives about the action research framework. These perspectives present the strengths and weaknesses related to this type of technical assistance--especially as it relates to the goodness of fit issue.

Despite this broad review of action research, an analysis in the literature of the characteristics of action research in relation to the culture of a receiving entity was notably absent. No studies have directly dealt with the goodness of fit between providing systems using action research as a linkage mechanism and the culture of the receiving systems.

Conceptions of Action Research

The concept "action research" has different meanings to different people who work in different fields. Webster's Third New International Dictionary defines action research as: "The use of techniques of social and psychological research to identify social problems in a group or community coupled with active participation of the investigators to solve these problems."

Rapoport (1985) defines action research as applied social research differing from other varieties in the immediacy of the researcher's involvement on the action process. It aims to contribute both to the practical concerns of people in an immediate problematic situation and to the goals of social science by joint collaboration within a mutually acceptable ethical framework. This requires the expectation of a reciprocal benefit both to scientific knowledge as well as to practical problem-solving. The action research process is a long-term commitment, rather than a "one-shot" analysis.

Shani (1981:1) has defined it:

> as an inquiry process to study a phenomenon in organizations in a way that is acceptable to both organizational members and the scientific community. It is concerned with bringing about change in organizations and, at the same time, in developing self-help competencies of organizational members to solve their problems, and add to the stock of scientific knowledge. It maintains the critical balance between research and consulting by developing a structure that both enhances the relationship among the actors involved, and which involves internal organizational resources in the organizational learning process. Finally, it should be noted that action research is a complex process, involving several perspectives. It is a philosophical view; it is a research process, it is an action process; it is an evolving change process--all of which are undertaken in a spirit of collaboration and co-inquiry.

Other authors focus on action research by emphasizing different perspectives. Shepard (in Shani, 1981:4) deals with the issue of action research as the application of the scientific method of fact-finding and experimentation to practical problems which require action, solution, and collaboration of scientists, practitioners, and laymen.

French and Bell (1984) look at action research as an <u>approach</u> to problem-solving, as well as a problem-solving <u>process</u>. They provide two sets of definitions. As an <u>approach</u>, it is defined as: "the application of the scientific method of fact-finding and experimentation to practical problems requiring action solutions and involving the collaboration and cooperation of scientists, practitioners, and lay persons. The desired outcomes of the action research approach are solutions to the immediate problems and a contribution to scientific knowledge and theory" (1984:109-110).

As a <u>process</u>, they define it as: "the process of systematically collecting research data about an on-going system relative to some objective, goal, or need of that system; feeding these data back into the system; taking actions by altering selected variables within the system based both on the data and on hypotheses; and evaluating the results of actions by collecting more data" (1984:107-108).

Sanford (1970) focuses on research as action, with minor emphasis on practical problem-solving. Davis and Valfer (1976) lay out the stages of action research as: 1) initial contacts; 2) negotiation of expectations; 3) diagnosis; 4) working through the process of the implication of the diagnosis and planning of subsequent introduction of changes; and 5) evaluation. A problem that these authors perceive is the emergence of incongruencies between the expectations of the client system and the action research team. Finally, Frohman et al. (in Shani 1981:6) note that: "Action research describes a particular process--a model whereby behavioral science knowledge is applied to help a client solve real problems and not incidentally learn the processes involved in problem-solving, while generating further knowledge with respect to the field of applied behavioral science".

History and Origin of Action Research

The origin of action research can be traced through two sources. Before World War II, the term was used in two contexts: in anthropology and social psychology. John Collier, United States Commissioner of Indian Affairs from 1935 to 1945, promoted action research in anthropology (Rapoport 1985). It was used by Collier to describe the collaboration between anthropologists and government agencies. In this effort, government agencies could use the findings of the anthropologists when developing with knowledge-based policies. After World War II, Kurt Lewin (Rapoport 1985) proposed new ideas regarding changes in social systems. He developed the action research approach as a way to solve social problems and to create social change. Lewin established two organizations--the Committee on Community Inter-Relations and the Center for Group Dynamics. The Committee on Community Inter-Relations became involved in problem-oriented social research projects; the Center for Group Dynamics, while more academic, was still social problem-oriented.

Lewin's action research model was incorporated in both these organizations. The model includes a cyclical process of fact finding, action, and evaluation--arguing that these are prerequisites for any learning. Important elements of the model are also well laid out. The first element, feedback, is critical whether fact finding is done by an outside researcher or through an in-house research process. Collaboration is also advocated as an essential element. This is crucial in reconciling the requirements of the research with those of the action organization. Principles of group dynamics should also be taken into account. These include a recognition of the importance of system characteristics, power structure, values, the role of the gatekeepers, opinion setters, and accepted experts. Finally, the dual purpose of practical problem-solving and theoretical knowledge building should also be accepted as essential elements of the action research framework (Rapoport 1985; Ketterer, Price and Politser 1980; Shani 1981).

Therefore, theoretical and practical aspects dealing with action research emerged as a result of the developments in action research and the work of Collier and Lewin. As Lewin has even pointed out: "Many advances in theory occur by studying social systems in action, and that there is a danger of sterility in research oriented only to academic publication" (Rapoport 1985).

As a social movement, action research was initiated to address the creative interplay between knowledge and action. Historically, this movement has undergone the process of evolution and may be emerging in a new form. The 1950s and the 1960s saw many illustrations of collaboration between social scientists and action agencies. At the macro level, one can observe ventures, such as the War on Poverty, Great Society Programs, international programs (e.g., Peace Corps), and economic development programs geared toward Third World countries. At the university level, multidisciplinary and interdisciplinary programs were established. This led to the creation of links between academic departments and applied social research programs (Rapoport 1985:8). Therefore, since the 1970s, the increasing demands on social scientists to help organizations deal with internal and external pressures, and the dedication of behavioral scientists to create new knowledge led to the rediscovery of action research approach (Shani 1981:31).

Generic Characteristics of Action Research

Price and Politser (1980:6-9) cite several authors: Lewin, Clark, Price and Cherness, and Ketterer in delineating the generic characteristics of action research. According to these authors, problem focus is a first characteristic of action research. This explains that activities are closely linked to the social problems that are being dealt with in the community. These social problems serve as the context for the research and action activities. Thus, maintaining a problem focus strategy is essential in theory development and practical problem-solving.

The second characteristic, collaboration, calls for a working agreement between the change agent and the client system--inside and outside the practice setting. For example, researchers can provide the client system with valid information, while the client system can facilitate the access of researchers to settings where they may study the social and organizational problems.

Development of scientific and practical knowledge is the third characteristic of action research. This is related to the attempt of action research to achieve the dual goals of developing new knowledge and solving practical problems. Action research is set to meet the twin goals of a project--, "scientific discoveries and practical problem-solving" (Clark 1976).

The fourth characteristic is research utilization. This deals with the utilization and dissemination of research results or products. This is built into the overall research design. First, through collaboration, the gap between the researchers and client system is narrowed. The two parties work hand-in-hand in defining the people, goals, and methods of the research project. Second, a broader view of utilization is fostered. Throughout the interaction of the parties overtime, they are able to fit the research results into a conceptual whole. Enough time is spent to achieve and act based on this conceptual fit. Third, a continuous cycle of research and feedback facilitates a greater likelihood of knowledge utilization by the client system.

If one will carefully analyze these characteristics of action research, it can be observed that there is no emphasis on whether action research as a framework is appropriate to the social context of the client system. It is manifested that the client system is involved in the process. The idea of collaboration justifies this. Also, it is shown that, in problem diagnosis, action research activities are linked to the social problems in the community. Nevertheless, the author recognizes that, without a clear understanding of the culture of the client system prior to the action research effort, problem diagnosis, collaboration, and the rest of the research activities will be adversely affected in one way or another.

Schools of Action Research

Ketterer et. al (1980:5) have identified three different schools of action research. The first school is associated with researchers at University of Michigan's Institute for Social Research (ISR). In this school, field experiments are used in studying intervention efforts such as training, group decision-making, participation, resistance to change, and leadership style.

The second school is identified with the National Training Laboratories (NTL). In this movement, leaders emphasize the application of action research instead of the development of scientific knowledge.

The third school deals with the field of organization development. To improve organizational effectiveness, this school advocates planned organization's interventions using behavioral science knowledge and techniques. In this particular school, emphasis is given on how the theoretical foundation of action research can be utilized in the actual organizational setting.

Features of Action Research

Interplay Between Action and Research

Rapoport (1985:4-5) stresses that, for the interplay between action and research to be productive, several ingredients are essential. There is a need for openness to new ways of thinking, competence, and public credibility. One way of improving the interplay is to focus on its potential benefits and emphasize the disadvantages related to it.

Seashore (1976) expresses his belief that sometimes there is a degree of inherent incompatibility between action and research--that maximizing one tends to minimize the other. He defines action as "any professional intervention from a social or behavioral science perspective in the on-going processes of a socially structured entity" (1976:103). On the other hand, he defines research as: "the generation of new knowledge of any kind and form that can be incorporated into the perceived and transmitted body of scientific theory, method and practice (1976:103).

Different approaches that can link research and action come from various disciplines that represent a rich inventory of methods and skills. However, despite these interdisciplinary approaches, some efforts still fail because the negotiations leading to a collaborative approach are unsuccessful. Rapoport (1985:21) quotes Price for his appropriate metaphor: "the dance has been on between the two partners--but perhaps they have been dancing in different rooms and with different steps to different music." Therefore, to have a successful interplay between research and action, the most appropriate approach should be used in the right situation. The preceding statement provides insights regarding the importance of assessing the goodness of fit between the providing and receiving systems. Price's metaphor aptly describes a lack of fit between the two systems. However, neither Rapoport, Seashore, nor Price presented the need to analyze the features of action research in relation to the culture of the receiving system.

Rapoport advocates new ways of thinking, competence, and public credibility. These ways cannot be achieved without dealing with a new way of analyzing how action research is related to the client system's culture. Seashore, on the other hand, emphasizes the need to balance action and research. Achieving a degree of compatibility between these two may not be observed without focusing on the need to first consider how to reach a degree of compatibility between the systems involved.

Price may realize the problem of "dancing in different rooms and with different steps to different music". However, a lack of careful scrutiny on WHY this is happening may just render futile the action research effort.

Three Key Dimensions of Action Research

Room (1986:99-101) lays out three dimensions of action research. These are action research and innovation, action research and evaluation, and action research and policy transformation.

Action research and innovation. The change agent as an innovator, has to be stimulated, by parallel action research projects--pointing to other successful projects as a precedent or example in order to persuade the client system to be involved in a collaborative undertaking with him/her. There is also a need to test out the innovations in other projects for relevance assessment.

Room has reiterated that this innovation--through collaboration--does not simply involve "replication" of strategies and methods which have been proven effective in another project, but neither it calls for a creative adaptation to a different social context. Testing out an innovation for relevance assessment and adaptation to a different setting is an important step in analyzing the goodness of fit issue. However, Room has overlooked the manner in which an innovation, like an action research project, can be creatively modified to fit the social context of the receiving system.

Action research and evaluation. Because action research has been perceived as a process of learning-by-doing, the change agent as an evaluator will be more concerned not only with the project's impact but also whether the project is really justified. The change agent and the client system should collaborate in more critical

self-reflection and self-justification. Strategies are compared and assessed. Again, self-reflection and self-justification may not be achieved without a reflection of whether the application of action research to the client system's culture is justified.

Action research and policy transformation. Action research projects may become a result of new paradigms of understanding and practice that are generated. Through action research, questions are raised regarding the nature and causes of particular social problems. It can only serve as examples/illustrations of successful social intervention which give credibility to new professional practices being advocated.

It can be inferred from these three dimensions that action research must be seen as involving a network of collaborative innovation, evaluation, and dissemination. The comparison process that it involves is not simply limited at the theoretical level. It also involves a collaborative adaptation of strategies which have been developed in individual projects. It is also important to consider the appropriateness of action research not only in the theoretical but as it is applied in individual projects.

Principles of Action Research

Fear, et.al. (1985) lay out several action research principles. These serve as guidelines associated with implementing action research:

Principle 1: Action research requires client system commitment to, and participation in, the research.

Principle 2: Action research requires that the research problem stem from a recognized community (organizational) problem.

Principle 3: Action research requires results be used in the community (organizational) change process.

Principle 4: Local participants in action research efforts should represent, as best as possible, the structural and cultural diversity, of the target system.

Principle 5: Action research requires that persons, who will ultimately use study results, actively participate in the research process.

Principle 6: Action research requires that role relationships among involved parties be made explicit early in the research process.

Principle 7: Action research requires that an understanding of the target systems undergird the decision-making process (so that the most "appropriate" decisions can be made relative to the research process).

Principle 8: Action research requires that the client system's self-reliance be enhanced as a result of the research process.

These principles are valid and logical in the application of action research. Nevertheless, they do not include a principle that says: "Action research requires that an analysis of the culture of the receiving system be conducted in relation to the features of the framework". The principles reflected sensitivity regarding the need to involve the client and target system in the process.

Action Research: Its Actors

The role of the actors in the action research is vital. Their involvement in the collaborative process calls for commitment and role specificity. Therefore, the success of the planned change effort depends on the manner the roles are played; and on how the relationships between the concerned parties are established.

Several authors have identified different actors in the action research setting. Shani (1981:28) identifies them as the: 1) sponsor systems; 2) the client system; and 3) research system. Clark (1976:63-64) mentions two key actors as the client system and the change agent. The client system or organization varies from one situation to another, and presents different problems to the change agent. Change agents are often concerned with the identification of the antecedents that led the client organization in the relationship. Between these two systems, certain questions can arise: To what extent is the current problem the real problem? Are the causes of concern to be found in the external environment or do they arise from internal processes within the system? Has change been forced on management through survival fears or from problems connected with growth? Is the approach a sectional bid for power, or is it more general? Is the interventionist being called in to add external sanction to a course already determined by the initiator? These questions need reflection so that a smooth relationship between the systems can be established.

Room (1986:42-47) suggests that the principal actors of action research are the: 1) research community; 2) wider network of innovators and practitioners; 3) target groups; 4) policy-making community. The research community provides the set of categories and explanations which are available to make intellectual sense of the world which the project enters. The wider network of innovators and practitioners provide an inventory of practical know-how and methods of working. On the other hand, the target group system is made up of recipients of services which have come into crises. Action research involves target groups in needs redefinition. Finally, the policy-making community is the one that organizes in which public authorities intervenes in social, economic, and political functioning in society.

Some authors go to the extent of focusing on the specific types of client systems and change agents in their work. Leavitt (1976) views organizations as client systems with four interdependent subsystems: task, structure, technology, and actors. <u>Task</u> refers to the reasons for the existence of the organization. <u>Structure</u> refers to the system of roles, authority, communication, and work flow. <u>Technology</u> refers to tools that are used for transforming materials or solving problems.

On the other hand, Emery (1976:68-72) deals with different roles that a change agent plays in relating himself to the client system: as a therapist, as a detective, as a structuralist, and as a sociotechnical analyst.

Therapist. Some change agents may see themselves as an organizational "doctor". It evokes the image of the unequal, ignorant patient relying on the healthy, powerful, knowledgeable but, uncommunicative, therapist. This process is quite alien to the notion of a collaborative relationship.

Detective. In this role, the change agent is involved in the search for evidence in order to provide proof. There is also an attempt to build the capacity of the client to collect evidence continually. Their involvement with the client system is only temporary. They are mainly involved in drawing upon their intuitions, scanning for clues, and avoiding the early focus on solutions. A requirement for their role is to consider all persons a possible culprit including those who seem to be the most innocent.

Structuralist. The role moves away from the interpersonal to the organizational and structural end of the dimension. The main objective here is to change task relations within groups, as well as between them.

Sociotechnical analyst. Action researchers contributing toward changes in the technical structure are very rare. However, with increasing problems in labor recruitment and large capital investment per employee, the organizations focuses on the development of an optimal relationship between social and technical systems.

The role that actors play is crucial in the action research effort. The providing and receiving systems play various roles in the process in order to achieve a mutually acceptable goal. So that roles will be played successfully, it is important for the actors to recognize whether the linking mechanism that is being used is appropriate to the culture of the client system. If one is not able to recognize this, role performance may be affected from the initial stages of the action research venture.

The Phases of Action Research

The action research process follows a sequential pattern in the accomplishment of objectives. Rather than moving in a purely linear fashion, the process is more cyclical. A system of "check and balances" is important in the action research framework. Thorsrud (1976:15-18) shares the different phases comprising action research implementation.

Problem formulation. This is the task of arriving at alternative problem diagnosis. It is a critical phase because it involves the initial building of trust between the parties. The stage involves the testing out of the common value basis and the sanctioning system necessary for a collaborative relationship. However, it does not include an intercultural analysis within the concerned systems.

Preliminary data collection. This phase is important to get an idea of whether the first phase has been done successfully. The type of data that one is willing to make use of is often essential for the selection of the problem. For example, action researchers can gather existing data on the socio-economics of a neighborhood. Changes that may have occurred in a neighborhood over time may also be studied.

Theory and method clarification. The problems related to criteria are often associated with the objectives and values of research. On the other hand, the methods are often related to the degree of trust one can build and maintain. To illustrate, the providing and receiving systems may be involved in the preparation of a survey questionnaire.

Data collection and analysis. This phase is usually based on fieldwork and is usually a time-consuming task. Again, in a survey, volunteers and interviewers have to be trained to conduct the study. Preliminary feedback of results. This phase's purposes are: 1) to give something in return for research collaboration; 2) to get new ideas for analyses; and 3) to generalize results. In this phase, the feedback process leads to the involvement in social change--linked to the formulation of change programs.

Reporting of results. A phase which is typically complex and time consuming because it primarily involves a number of roles. This also may involve a presentation of oral and written reports of findings and conclusions.

Follow-up, evaluation, and diffusion. Most action research endeavors call for a painful awareness of a need for follow-up. Overnight verification is unfeasible. Specifically, it is inappropriate to drop collaborative research when first results are obtained because of the trust and the involvement that already have been built-up or established. A failure to follow-up may mean that not much has been learned. Social scientists are responsible for the wider diffusion of new knowledge and the collaborative parties usually take this fact for granted.

The phases encompass important components for a successful action research implementation. However, it did not incorporate a phase which involves the assessment of the appropriateness of action research to the culture of the receiving system.

Collaboration: An Important Element of Action Research

Why Collaborate?

Collaboration between researchers and practitioners is an important feature of the action research model (Lewin 1947). It is observed as involving a network of collaborative innovation, evaluation, and dissemination. Room (1986) indicates that action research is essentially collaborative and comparative--a comparison which does not take place at the theoretical level but rather involves a collaborative process of adapting strategies as they develop at the project level.

Several authors emphasize the relevance of collaboration in action research. Trist (1976) stresses that a closer relationship with the client system enables social scientists to obtain basic information. A collaborative relationship also strengthens the commitment to problem- solving and the advancement of knowledge.

Emery (1976) perceives the collaborative relationship in a different light. He argues that the process requires that the change agent and the client system become members of a third organization--one that encompasses enough of their value system so that both parties can work together effectively. This situation discourages one party to claim privileged powers and to make decisions without considering the other party. Confrontation and power equalization become part of change and manipulation is reduced in the relationship.

Similarly, Bennis (1966) perceives the collaborative endeavor as a joint effort that involves mutual determination of goals and inquiry process. Bennis adds that the establishment of a collaborative relationship is difficult and complicated. Identifying the interests and getting the agreement of the parties to work together as equal partners is essential. The action researcher's greatest difficulty is convincing parties that the process will take time and funding should be made available.

Rapoport (1985) cites Szanton regarding his statement that collaboration requires an effective clarification of several sets of issues. The first issue deals with the fact that the identification of the client is a complicated matter. It goes beyond identification and extends to relationship and trust building.

The second issue focuses on the importance of finding internal champions in the client, watching out for discontent, paying attention to keeping alive an interest, avoiding over promising, and giving unfeasible advice.

Maughan and Rutter (1985) suggests that a collaborative relationship cannot be taken for granted. An effective relationship requires flexibility and compromise on both parties. An easy way to achieve this is when concerned sides are involved collaboratively from the start, and when the research and action form part of an integrated whole, with neither element too dominant or subservient.

Rapoport (1985) adds that parity is the most desirable condition of collaboration--that is, the form in which the parties are not treated as superior to the other or have power over the other. When disparity becomes a problem, appropriate adaptation is needed in terms of utilizing available resources. Rapoport stresses that parity does not necessarily mean identical matching. Communication between parties can best be facilitated if they work toward a trusting relationship. Therefore, it is important to explicitly realize and recognize the differences between parties. In some cases, partnerships are only based on the initial impression of shared values and not on the differences between them. Principles laid out by Rapoport (1985:280-284) include:

1. Recognize both overlap and differences in the contribution of the two parties, and their implications for planned work.

2. Consider elements of complementarily and tradeoffs.

3. Recognize that different capacities may be required at different stages of a project, and different work patterns.

4. Identify other parties whose cooperation is required. Explicate who gets what out of the collaboration.

Room (1986:108-109) sets the conditions for collaboration. He argues that the parties should be able to view collaboration as a direct multiplication of the effectiveness of their tasks. This can serve as a fundamental incentive to the involved parties.

To be effective, action research must involve a network of innovators who are learning from each other through collaboration. Each one should be able to draw upon a wide range of alternatives in order to confront the problem. The concerned parties can best identify and specify the relevant practical questions related to the project.

When the concerned parties begin to appreciate their interdependence, they will be able to contemplate on the paths leading to the desired outcomes and the equifinality of the principle. The systems will be able to respond to the various demands of the internal and external environment through internal elaboration and their capacity for self-regulation.

Clark (1976:121-127) lays out five bases for systems interdependence or collaboration. These are the task, external, value, reward, and power systems.

Task system. The primary task of the systems is to decide how to create and maintain the relationship between them. This will help the client system change in a generally agreed direction. It is important for both parties to share information and action. The competence and the complementarily skills that they possess should be respected by both sides.

External system. Properties of the external system may also affect the collaborative process. The change agent should analyze the character of his environment and that of the client system--taking note of matches and mismatches that are present. Specifically, the practitioner should assess the effects of these on the collaborative relationship.

It can be added that the type of environment of each system will affect their relationship with each other. If both parties' environment are matched, the process becomes "smooth sailing". When both parties are embedded in a placid, randomized environment, the relationship is likely to be serene but the solution routine. Creativity is not the main thrust. While in a disturbed or reactive environment, the relationship becomes confusing and solution is creative.

However, the environments of the parties may not be matched. The practitioner's environment may be turbulent and the client's environment may be randomized. If this happens, the client system may expect to have a serene relationship with a straightforward solution. Nevertheless, the turbulence of the change agent's environment may impose a drive toward creativity on the relationship. On the other hand, if the situation is reversed, the client system will push for creativity, while the practitioner will be pulling for a routine and serene existence.

Value system. The values of both parties may affect their collaboration. For example, the change agent system may value service, advancement of science, self-actualization, and interdependence. As a comparison, the client system may advocate efficiency, profit, achievement, etc. A mismatch between parties may lead to conflict and a rejection of either one of the other parties. Clients may not trust theory. They may not appreciate the fundamental questions that the change agent poses to them.

For them, these questions are so remote and different from the problem as they themselves would have defined it.

Reward system. The client and practitioner are also involved in a reciprocal reward system. In relation to this, an interest in the progress of the task that they have created for themselves are also shared. The relationship becomes creative and solutions constructive if the parties have great internal commitment both to the relationship and to the task.

Power system. The personal orientation of the practitioner (e.g., as advocate, scientist, professional) may serve as a possible source of misunderstanding. Along the same line, the assumptions of the practitioners regarding their clients may be affected by their political views. The egalitarian practitioners give their clients the opportunity to be responsible for their own decisions and judgments. On the other hand, elitist practitioners recognize that their clients need firm guidance. The practitioners should be careful with his actions so that he will not impose solutions or to another extreme of not playing his appropriate role in the relationship.

Action Research: Conditions Favoring Its Success

Rapoport (1985:287) delineates six "prerequisites" that can contribute to a successful action research intervention:

1. Reciprocal needs should be established among change agents an client systems. The change agent should have access to unavailable data and/or subjects; and client system should have the same privilege regarding information and documentation.

2. Effective strategies should be used during negotiations of contractual agreements between the collaborating parties. This should include the recognition of the different goals and institutional structures.

3. Sound results should be obtained. This can be achieved through the use of an appropriate research design and the use of skillful techniques for gathering qualitative and quantitative data. As a consequence, results can be linked to the interests of both concerned parties.

4. Effective strategies should be employed to communicate results. Communication can be internal (through feedback) and external.

5. The relevance of the larger environment should be recognized.

6. The development of a self-perpetuating process should be realized. This can be fulfilled through the establishment of networks that will continue the endeavors in different sites. A capacity for "action-learning" should be incorporated in these research settings.

Action Research: Its Dilemmas and Limitations

Behind its successes, it would also shed light on matters that interest the readers of this research, if limitations of the action research can be discussed. Examining only the positive features does not give a complete picture of the process. At the same time, looking at its limitations would give social scientists a firm grasp of the action research concept. Thus, they will be on-guard in their future efforts with action agencies. An exposure to these limitations will help them weave remedies that will alleviate future problems attached to action research. On the other hand, if action agencies and client systems are made aware of these limitations, they can attempt to make appropriate adjustments.

Differences Between the Providing System and the Receiving System

A social scientist entering the action research setting may or may not be aware of his/her limitations that can be a cause of problems in establishing relationships with the client system. However, some constraints may also be imposed by the client system and its characteristics. Seashore (1976) mentions that the characteristics and constraints imposed by the client system are not known until after the design is committed and action is initiated. He adds that action researchers are painfully aware of real or imagined constraints, and few are in a position to choose clients, that also fit their sense of scientific priorities and problems.

Davis and Valfer (1976) believe that an incongruency between the providing system and the receiving system will act against the successful completion of the project. This mismatch between the two systems may emerge at any stage of the research effort. Thus, variances which arise in the early stages may carry through later stages. Price and Burke (1985) lay out the differences between the two systems:

Differences in Values and Ideologies. In view of the fact that action and change can challenge closely held values and beliefs, the differences in relation to this are consequently uncovered by action research.

Clark (1976) specifically deals with a related but different perspective--the issues of distrust and fear that can pervade the action research setting. He cites examples in which the receiving system's leaders can become jealous of the power and expertise of action researchers. The leaders were also threatened when action researchers became successful with democratic, rather than autocratic, premises. When these costs emerge, and they outweigh the rewards of the research effort, defense mechanisms (such as withdrawal and hostility) may unfold. Thus, the words and actions of the participants should be distinguished in the assessment of rewards and punishments. The crucial understanding of these is important to effective implementation of the action research program.

Differences in Time Perspectives. In the collaborative research process, it can be noted that different actors have different time perspectives on the action being undertaken. The providing and receiving systems may have some difficulties in collaborating effectively. The providing systems or researchers may need time for reflection while the receiving systems may feel the urgency for rapid action. The client system may expect results that will be comprehensive, persuasive, or quick. They sometimes feel that scientific goals should not be pursued at the cost of being slow, technically complex, or expensive.

In action research, there is a need for unhurried periods of negotiating expectations and working implementation of the diagnosis. This is a particular dilemma for action research. The researcher, during the early stages of his/her relationship with the client system, must make a choice. It is either he choose actions that will give concrete payoffs or those that need an investment of time and energy that is needed to achieve shared expectations. It is therefore imperative for both the client and action researcher to appreciate the fact that the action research model is fundamentally different from other types of research. Unhurried periods of time should be set aside by the action researcher. These periods should be spent with the client system through the incongruencies in these expectations (Davis and Valfer, 1976).

<u>Measuring Process versus Measuring Outcomes</u>. The action research process has features that deal with adaptation and constant change. In view of this, this collaborative research places real limits the possibilities of measuring outcome. Action researchers focus more on the process--from establishment of relationships with the client system to the final phase of disengagement. On the other hand, the client system may aim for results or outcomes of the effort. This means that what is important is the product, and less attention is given to the way in which the final outcome is realized.

A Comparison of Two Traditions:

Action Research Versus Participatory Research

Action research and participatory research are considered two traditions of applied behavioral science inquiry. Whereas, action research has been described as an approach that involves community participation in order to acquire valid and reliable information for the purpose of research production and practical problem-solving, participatory research may be viewed as involving the people in consciousness-raising to achieve their goals.

Brown and Tandon (1983) do an excellent job of dissecting the two traditions in relation to one another, and with regard to other factors, such as ideology and practical economy. First, they compare the two traditions in relation to their ideological and value commitments. The authors argue that both traditions value useful knowledge and developmental change. In relation to developmental change, action research is geared towards the efficiency and effectiveness of the social systems, in the promotion of the fulfillment of human potential, and in the solution of individual and/or institutional problems. On the other hand, in participatory research, developmental changes are related to the equitable distribution of resources, increased self-reliance, and the empowerment of the oppressed groups.

There are other areas wherein the two traditions differ to a certain extent. The action research perspective analyzes problems in different levels--individual, interpersonal, and group. Participatory research focuses on community and social structures in solving problems.

Certain ideological assumptions in terms of how the world is conceived, are also laid out. In the action research perspective, centrality of individuals, efficient and effective task accomplishment, and "consensus" social theories are given great emphasis. Participatory research, on the other hand, deals with the conflict theories of society--with emphasis on differences of interests among social groups and the dynamics of oppression and change.

A second comparison made by Brown and Tandon is in relation to political economy. They focus on three sets of choices in the process of social science inquiry that are influenced by the political economy. These choices are:

Problem Definition. In action research, clients have a direct interest in problem definition, while researchers must respond to the problem definitions posed by these clients. In a similar vein, clients in participatory research have a great amount of contribution to problem definition.

Data Collection and Analysis. Action research advocates joint collaboration between researchers and clients in data collection and analysis. This collaboration should be within a mutually acceptable framework. Mutual trust and common interests and goals between researchers and the client system make shared diagnoses and analysis of valid information possible. In the tradition of participatory research, the client system should be looked at as someone who controls the entire research process. Consciousness-raising is emphasized in order to mobilize oppressed groups.

Results Utilization. In action research, new knowledge and solutions to problems are sought to impress professional colleagues and future clientele; while in participatory research, the use of research is promoted to benefit oppressed groups.

To summarize, action research stresses the interdependence between change agents and client systems--in problem definition, data collection and analysis, and in the development of interventions and problem solutions. Participatory research makes allies of researchers and clients as they oppose existing authorities and resource holders.

Action Research Today

As Rapoport (1985:280) puts it: "The present day action research project is characterized by a higher degree of sophisticated methodology. "Appropriate" methodologies are applied to the different phases of the project--exploration, design, intervention, evaluation, and dissemination."

With its dual purpose--to advance an action program through the use of scientific knowledge, and to advance knowledge through studying the dynamics of the action program--the action research framework has evolved and become popular in many different fields. Its multidisciplinary and integrative perspective has made it an important ingredient in planned change efforts.

It is true that action research is multidisciplinary and integrated. But it should be considered as an approach that should be scrutinized with regard to its appropriateness to any particular situation. All the authors cited in the preceding sections advocate the collaborative strategy. They recognize that this can be achieved through an open relationship, and the building of trust between the parties concerned. Several authors mentioned that the actors in the action research process should be flexible and willing to compromise. There is a need to respect competence and complementarily in both sides.

Some authors made a giant step when they indicated a need to take note of matches and mismatches between the systems involved in relation to the environment, values, time, etc. It was added that it is critical to be aware of the limitations of the providing system that may be a cause of problems in establishing relationships with the receiving system. Seashore (1976) also looked at the side of the client system, and the importance of knowing the constraints surrounding them. This is essential because the constraints facing the client system may not come up until after the action research project is initiated.

Important issues that were not touched by the authors include: How does one deal with the congruencies and incongruencies that envelop the relationship between the providing and receiving systems? How does one unravel the limitations, constraints, and problems facing the two systems? The authors reviewed here have given the answers to the WHAT, WHY, and WHO questions. However, no evidence was presented regarding the HOW of achieving the goodness of fit between the parties concerned. An analysis of the receiving system's culture as related to the action research framework--the focus of this research--may provide answers to the HOW question.

CHAPTER III

A BACKGROUND ON THE CASE TO BE STUDIED: THE SALVATION ARMY IN LANSING, MICHIGAN

The Salvation Army in Perspective

> The Salvation Army is many things to many people. To some it is a cup of coffee and doughnut. To others, it is a food order at Christmas time. Some think of it as a truck picking up furniture and clothing. Others picture a fresh-air coming for underprivileged mothers and children. Still others think of a mission for the down and out..." (a Salvation Army brochure).

Waldron (1986:ix) aptly puts it as: "The Salvation Army is sometimes a combination of a church, a social agency, and a civic organization..." In a more concrete sense, The Salvation Army is a non-profit, tax-exempt, international, religious, and charitable movement and organization that is operated on a quasi-military pattern and is a branch of the Christian church. Its membership includes officers (clergy), soldiers (laity), members of various groups, volunteers, advisors, and associates. Its services are said to be available to those in need, regardless of race, creed, sex, color, ethnic origin, or age.

Love of God and a practical concern for humanity's needs are the twin concerns of the organization. The Salvation Army has been motivated and dedicated in the dissemination of Christian truths, while offering spiritual ministry, basic human needs, personal counseling, moral regeneration and physical rehabilitation.

"Heart to God, hand to man" is its international theme or slogan--reflected in various programs of religious and social welfare services catering to the needy.

History of the Salvation Army

In 1865, a Methodist Minister named William Booth founded The Salvation Army-(The Salvation Army Yearbook, 1988). He started by preaching in the slums of London's east end. Booth established the "Christian Mission Centers" as a result of his frustrations and disappointments with regard to his church's refusal to help people in poverty. In 1878, the name "The Salvation Army" was adopted by Booth for his organization. In relation to this adoption, Booth became "General," ministers as "officers," members were "soldiers," and their missions were termed as "corps".

The "Army" grew; they wore uniforms, carried flags, played in music bands, and started meetings in different venues. The Salvation Army spread to more than eighty countries and is preaching in more than 100 languages. Programs dealing with various religious and social needs for individuals and for families have been established. Community recreation centers, youth and summer camp programs, and alcohol and drug rehabilitation concerns have also been initiated.

In 1880, George Scott Railton and the first contingent of The Salvation Army "invaded" the United States--engaging in spiritual "battles" in New York, Chicago, and San Francisco, and other cities. (Adapted form Karen Douglas' article in the Lansing State Journal, April 10, 1984, p. 1 and 4; and "One Soul Saved" brochure)

The Salvation Army: A Spiritual Ministry

Waldron (1986) states that the agency is an army of Christian soldiers organized, mobilized, and prepared to fight the evils that deface the image of God. In the beginning, the movement did not claim to be a social service agency. Its mission was entirely evangelistic.

In fact, if one examines the six items of the agency's agenda, the spiritual concern is strongly reflected and is the basis for its movement.

The Salvation Army Yearbook (1988) presents the items of the agenda for the future as:

<u>To emphasize the supremacy of evangelism in fulfillment of the Lord's Great Commission-- "Go therefore and make all nations my disciples" (Matthew 28:19)</u>. This statement clearly shows the importance of evangelism in any endeavors of the agency. This focuses on winning many souls for Jesus Christ fulfilling the Great Commission. Sharing the Good News of God requires an understanding of the social and cultural context of the lives of those being reached.

<u>To call the Army to spiritual renewal</u>. The purpose of renewing the spiritual lives not only of its clients but also of its members entails a big chunk of responsibility. This is an important step in spreading the Christian truths in the home and workplace, in college and school, and in the arena of recreation and leisure.

<u>To reaffirm their basic stance on the authority and validity of the Scriptures, both as the basis of their faith and as a guide for Christian conduct</u>. This particular item presents a strong evidence that the Holy Scriptures is a strong weapon of the organization. It is considered as the basis for the direction of the agency and the

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guide in the accomplishment of its objectives--because the Scriptures are profitable for teaching, reproving, correcting, and equipping of God's people.

To emphasize the Christian ethic as the significant influence in establishing a moral society. This statement emphasizes the Christian values that should be instilled on the minds of individuals in order to attain spiritual and moral regeneration (i.e., issues like marriage and family, human sexuality, and medical technological development are dealt with).

To support efforts for peace in the world, and champion the principles of justice and equity. This indirectly deals with Christian philosophy and principles but it still focuses on a strong concern for humanity that is a strong tenet of Christianity (e.g., standing against the proliferation of weapons of war).

To reaffirm the importance of young people. Young people are considered by The Salvation Army as the hope in spreading Christian love. It is therefore important to give attention to them so that they will grow up as mature Christians--away from sex, drugs, and alcohol. They are considered as great resources for the movement, and should be shown that they are important in the eyes of God.

To reiterate, The Salvation Army is therefore an integral part of the Christian church even if it is unique or distinctive in government and in practice. It has a doctrine that is in line with the Christian beliefs and its articles of faith emphasize the importance of salvation by God. However, aside from the objective of advancing the Christian faith, it also advocates the advancement of education, relief of poverty, and charitable means that will be beneficial to the society or community.

Waldron (1986) mentions that there is an inner disquiet when people view the Army only as a social service agency. He attributes the reason to the fact that most people naturally know something about the good works that The Salvation Army is involved in, and perceive little about the Army's religious life or spiritual ministry. He adds that, when this happens, measures or steps should be taken to correct this imbalanced perspective because the social concern is inherent, and therefore given by God.

The Salvation Army: A Social Service Agency

The Army has provided a variety of services to children and families for over a century. It has continued its traditional programs of emergency aid to the homeless, the hungry, and needy citizens. Recent years have witnessed a dramatic increase in the demands of the community, thus uniting to an expansion of programs and services.

To meet this, the organization houses a social services department. Through the delivery of its services, personal responsibility among those people seeking assistance is encouraged. Also through the provision of emergency supplemental living needs, independent living among the individuals is enhanced. It is emphasized by the agency's philosophy of services that the dignity and worth of those seeking assistance are recognized. The right of the individual to be respected and personally considered should also receive special attention. The family unit is also considered by the agency as a relevant social setting for human development and child rearing.

It is the belief of the agency that it will deliver its services responsibly. "Responsible means a dignified, personalized, consistent standards of determining the extent of need" (Statement of Policy p. 1). For them, the quality of service is more important than quantity. In addition, its social service activities are viewed as avenues for discovering individuals with physical, emotional, material, social, and spiritual needs that are not met.

The agency still recognizes that the basic responsibility for meeting material assistance lies with state and county welfare departments. However, they are still willing to provide assistance to the clientele in cases where the public sector is unable to quickly respond in meeting urgent needs. Nevertheless, it has to be clarified that the social services provided by The Salvation Army are primarily short-term endeavors. Requests that are chronic in relation to supplementary assistance are considered to be the main functions and responsibilities of appropriate public agencies.

Attention is also given to factors that cause the underlying problems. As much as possible, the agency values the importance of identifying the innate strengths of the clients and the resources within the individual and his community which can fulfill his/her personal development.

History of the Salvation Army in Lansing

In 1884, when the City of Lansing was 25 years old, The Salvation Army marched into Lansing prepared for "war". It was a war with a dual purpose. The first one dealt with a war against poverty. The second purpose was to win more souls for Jesus Christ. The Salvation Army in Lansing began under Captain and Mrs. Carpenter in a house on Fletcher Street. In four years, the Lansing Post drew many followers, and expanded to a store front in the 300 block of N. Lansing's Grand River Avenue. The beginning of this early mission was difficult for the Salvationists. They realized that it was impossible to share the "bread of life" to a starving individual and a "heavenly home" when the poor have no decent place to stay.

There were instances when those in established churches and the ones they sought to help ridiculed them. After one year, due to complaints of a few, the Town Council threatened to ban the street corner meetings of The Salvation Army; drum beating was said to disturb the peace of the neighborhood. Army supporters held rallies to enlighten the Town Council. This group pressure was successful in the sense that the threatened ordinance was not pursued.

The Lansing Corps moved several times during the next few years until it established headquarters at 117 East Allegan street in 1886 and remained there until 1955. In that particular year, the Army operations were shifted to 902 South Cedar Street. In May 1970, the Lansing Corps established its citadel at 525 North Pennsylvania Avenue; municipal and civic leaders joined in the dedicatory ceremonies.

Over the years, The Salvation Army in Lansing has witnessed over 70 officers as leaders. This reflects the Army's long-established policy of reassigning officers every few years. The religious dedication and compassionate service has gained for the Army community-wide respect and recognition. Lansing is now one of 1060 corps throughout the United States of America.

In 1889, The Salvation Army band in Lansing was organized with 17 musicians as a means to interest the youth. The band has marched in civic parades, and played in open-air gatherings, worship services, street meetings, and during the Christmas kettle program.

The Lansing Salvation Army formed the Women's Home League for the purpose of community service. In 1919, the first Girl's Guard Troop was initiated; and similarly, a Sunbeam troop was organized in order to organize activities for young girls in the community.

In order to provide help for the hungry mouths, meals are served. There are an average of 200 individuals who are being fed in one meal. The social welfare services serve as a supplement to this--extending a compassionate hand, counsel, and comfort to those who are physically, emotionally, and economically burdened.

During the Depression era, baskets of coals were distributed by the Army to houses without heat. The organization continues to participate in a program enabling the poor to avoid discontinuance of heat and light.

The Christmas Holiday period is a busy season for The Salvation Army in the Lansing area. Thousands of toys are distributed to children who are in need. On the other hand, through the Christmas Clearance Bureau, thousands of families are provided with food. The Yuletide kettle, as a tradition, has also been a significant fund raising means during the Christmas season. (Adapted form Karen Douglas' article in the Lansing State Journal, April 10, 1984, p. 1 and 4; and "One Soul Saved" brochure)

Services Provided Through The Salvation Army

The diverse services provided by the Army are as follows. In terms of short-term assistance, the agency provides food (through vouchers and groceries), clothing, temporary shelter, and medicine. In relation to food provision, The Salvation Army established a community kitchen. The purpose of this kitchen is to serve hungry families and individuals. In 1987, this meal program served nearly 13,000 meals in the Citadel's existing multi-purpose room.

The Army also provides short and long-term counseling. The short-term counseling deals with advocacy, budget management, problem diagnosis, and referral and spiritual counseling. The long-term counseling service focuses on the enhancement of the short-term crisis intervention program through identifying chronically dependent individuals or families, and intervening in a remedial, educational, or preventive way. This type of counseling is provided to individuals who experience emotional problems related to personal, family, or employment situations.

Regarding group activities, the Army is involved in Family Life Education, Nursing Home programming and visitation, special interest groups, and Home League. The agency is also an active participant in inter-agency consultation and neighborhood and city-wide associations.

The Salvation Army also has an international service for missing persons. This primarily helps families, relatives, and friends who have lost contact with their loved ones. However, the Army does not involve itself with legal matters or compete with law enforcement agencies or private investigators.

During the summer months, camping is available for families, senior citizens, children, and other specialized groups at The Salvation Army Little Pine Island Camp in Grand Rapids, Michigan. Activities include swimming, nature programs and family life education programs.

During the holiday season, it has been a tradition of The Salvation Army to assure a meaningful Christmas for the less fortunate. Groceries, toys, and special programs are provided. Individuals and other community groups assist The Salvation Army in this major activity. The Salvation Army acts as the Christmas Clearance Bureau for the Greater Lansing area. Through the years, the Christmas Clearance Bureau has demonstrated an overwhelming increase in client demand. In 1978, 1,200 families were processed. By 1988, nearly 3,800 families were provided assistance.

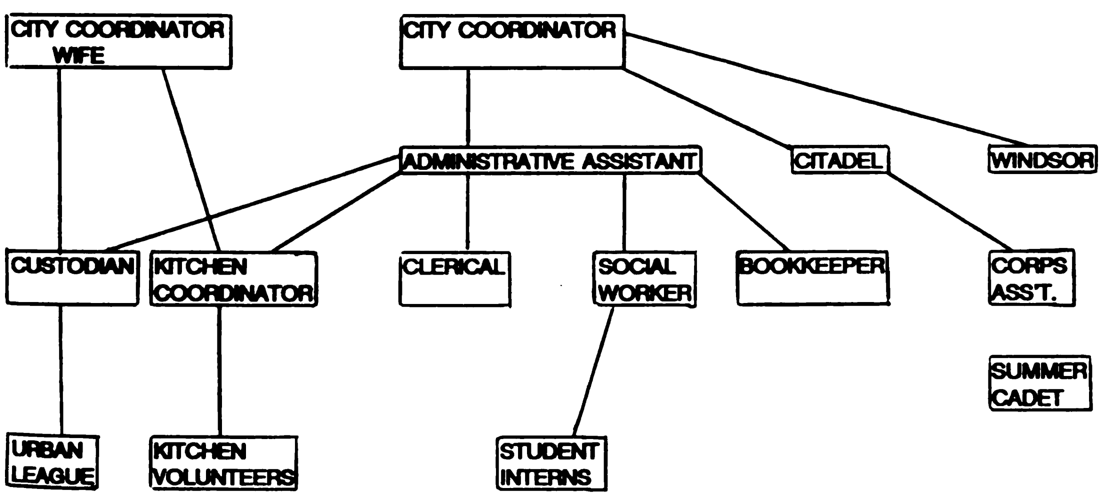
<u>Organizational Structure of The Salvation Army in Lansing</u>

The organizational structure of The Salvation Army in the Lansing area is simple in terms of its hierarchy (see Figure 3.1). The City Coordinator is the leader of the post. He is also concurrently in-charge of the Citadel Corps Community Center, which is located at 525 North Pennsylvania Avenue. On the other hand, the Windsor Corps, which is situated at 1501 Windsor, is headed by another officer.

The City Coordinator's wife is involved in supervising the custodian and kitchen coordinator. This supervisory task is shared by the Administrative Assistant, who also provides supervision to the clerical staff, social workers, and bookkeeper.

The Corp Assistants and the summer cadet work under the supervision of the City Coordinator. Basically, the staff of The Salvation Army in Lansing is composed of officers, full-time employees, part-time employees, student interns, and volunteers.

Figure 3.1 Organizational Chart of Lansing Salvation Army



History of The Department of Resource Development

Michigan State University

In 1937, the establishment of a Conservation Institute paved the way for the formation of the Resource Development program. Its operation was mainly devoted to the provision of services related to the goals of a land-grant university. The Institute was transformed in 1950, to a new Department of Land and Water Conservation. In 1956, a second reorganization took place resulting to a change in the department's name. It adopted the name Resource Development.

Through the years, a strong extension (public service) programs remained as a thrust of the Department. Today, its focus is on the enhancement of natural and human resources through an interdisciplinary and problem-solving approach. It aims to discover, understand, and disseminate concepts and decision-making guidelines that will help develop more satisfying lives and build stronger and more viable communities.

The Department has four areas of emphasis. One of these is Community and Regional Development. It is mainly concerned with an understanding of communities, their structure, and the processes of bringing about planned change within them. The Department's involvement with outside communities open doors for linkages that can result to practical problem-solving and knowledge production.

The Department of Resource Development's Link With Various Client Systems

The courses RD 865-866 (Project Design and Project Implementation) have been offered for nearly twenty years. Through these courses, the faculty and students work with community groups. Their involvement with these groups are based primarily on two criteria: need and commitment. It should be demonstrated by the communities that they can benefit from this technical assistance in forming their goals, establishing their programs, and in engaging in development efforts. The faculty and students, as the providing system, collaborate with the client or receiving system of the host community on a project that is related to community development needs. This initial contacts with the receiving system usually happens 6-9 months before the start of the field work. Through a collective discussion among the concerned parties, a preliminary work plan is designed. After several months of initial contacts, a community steering committee is formed. This committee represents a coalition of community people and represents the structural and cultural diversity of the study area.

This field project almost always involves the design and conduct of a community opinion survey. As a frame of reference in conducting the survey, the action research model of community development research is used. An issue dealt with in this model is that the input of the client or receiving system is vital in research implementation. The research process is a collaborative undertaking--both providing and receiving systems contribute to the planned change endeavor. Both parties work towards an effective, strong and mutual relationship that can lead to a successful accomplishment of their goals and implementation of their tasks [Emery (1976); Bennis (1976); Maughan and Rutter (1985); Rapoport (1985); Trist (1973)]. In this specific case, the Department of Resource Development as a providing system, brings research knowledge; the host community provides knowledge about the community. There is a dual advantage or benefit acquired--the client system learns more about the community development research process while the participants from the Department of Resource Development gain a better understanding about the science of community intervention.

The Collaborative Arrangement Between The Salvation Army and the Department of Resource Development

The Initial Contacts Between The Two Parties

In the Spring of 1985, The Salvation Army of Lansing contacted the Department of Resource Development about the possibility of conducting a study of the Oak Park neighborhood. The central office of The Salvation Army is located in the Oak Park area.

Salvation Army representatives indicated that it would be engaging in a long-range planning effort and the information that will be obtained from the study would be relevant in their programming efforts. The main concern of the agency was discovering the extent to which this racially mixed and lower income community is familiar with, and is using, their human service programs. They also desired information that could be used in the establishment of new programs and services for the needy. For these reasons, a joint effort between the two parties was established.

Davis and Valfer (1976) consider this as part of the two stages of action research: initial contacts and negotiation of expectations. The Salvation Army initiated the joint effort and laid out its desire to improve their programming efforts. On the other hand, the Department of Resource Development presented to The Salvation Army the type of technical assistance that they would be providing. Basically, this also satisfies the prerequisites that were laid out by Rapoport (1985). The first prerequisite deals with the issue that reciprocal needs should be established between the parties. The second requires the use of effective devises during negotiations of contractual agreements between the collaborating parties. With regard to the latter, the Department of Resource Development prepared a contract between the two parties. This contract contains the roles and responsibilities of the two parties, the expectations from the joint effort, and the timeline of the undertaking. The providing system also met with the receiving system several times to discuss the project. This is also considered a principle of action research, i.e., role relationships among involved parties be made explicit early in the research process (Fear et.,al, 1985).

The Phases of the Project

The project was organized in five interrelated phases:

Phase I (Orientation to the Project, January 1986). Theory and method clarification is an initial phase of action research (Thorsrud 1976). The faculty and students of the Department of Resource Development were exposed to the topics of action research, neighborhood organization and development, and urban policy. They also became acquainted with the study site and the sponsoring organization.

In the discussion of the various topics, selected community development literature was considered during class sessions. On the other hand, in order to be familiar with the study site, a tour of the neighborhood was conducted, and initial meetings with Salvation Army staff were conducted.

Phase II (Baseline Neighborhood Assessment, February 1986). Secondary data regarding the socio-economic aspects of the neighborhood were gathered and analyzed. The neighborhood was also compared with other similar neighborhoods in Lansing. Changes that occurred over time were noted. Aside from the examination of documents, informal interviews were conducted by the students with key persons in the community. This meets another prerequisite of action research. Rapoport (1985) stresses the importance of recognizing the relevance of the larger environment. Along the same line, Clark (1976) remarks that the change agent should analyze the character of the external environment or system. He adds that this is one of the bases for systems collaboration.

It is also during this phase, that the Steering Committee was assembled. Because there is a need to have structural and cultural representation on the committee, considerable time was spent discussing who should be part of the group.

Eleven members comprised the committee: three members of The Salvation Army staff, two persons from The Salvation Army Advisory Board, one representative from the Cristo Rey Community Center (a Catholic Service agency), one official from Eastern High School (a neighborhood public high school), one from a Lansing-area service agency, one local businessman, and two local residents. The Steering Committee responsibilities included: 1) orienting the MSU staff to the neighborhood and agency; 2) helping to determine the variables to be included in the assessment study; 3) assisting in the design of the survey instrument; 4) advising the sample selection process; 5) assisting in the process of data collection; 6) reacting to preliminary survey findings; 7) recommending ways to release the findings to the community-at-large; and 8) proposing ways in which the survey information could be used for community development purposes.

<u>Phase III (Determining the Survey Questions, March - April 1986)</u>. The faculty and students of the Department of Resource Development and the Steering Committee were involved in the preparation of the questions that were to be included in the questionnaire. First, the group identified broad topics to be included in the questionnaire. A sub-committee was formed to work on each topic. In this particular

phase, it is important for the parties involved to share information and action. Both systems should respect each other's competence and complementary skills (Clark 1976). There were three purposes laid out for the use of the questionnaire: 1) to elicit up-to-date demographic information; 2) to establish the levels of resident needs; and 3) to determine the extent to which these needs were being met by human service organization (with a focus on The Salvation Army). In view of the number of households in the study area (more than 2000), a sample survey, rather than a census of the households, was conducted.

Phase IV (Survey Data Collection, Processing, and Analysis, May - September 1986). The survey area was bounded on the north by Grand River Avenue, on the east by Marshall street, on the south by Olds Freeway, and on the west by Cedar street (see Figure 3.2). After the survey area was decided, a list of Oak Park area households was obtained from the R.C. Polk Directory. From the list, 697 households were selected as part of the sample. The sampling procedure used was called systematic sampling with a random start.

The Oak Park area was divided into eight neighborhoods and further divided into 29 questionnaire distribution areas. Local volunteers and Resource Development students dropped-off and picked-up questionnaires from the selected area households. The 35 volunteers were trained in the distribution and collection of surveys. To publicize the survey, two approaches were used: 1) television reports; and 2) a letter was mailed to selected households a week prior to distribution.

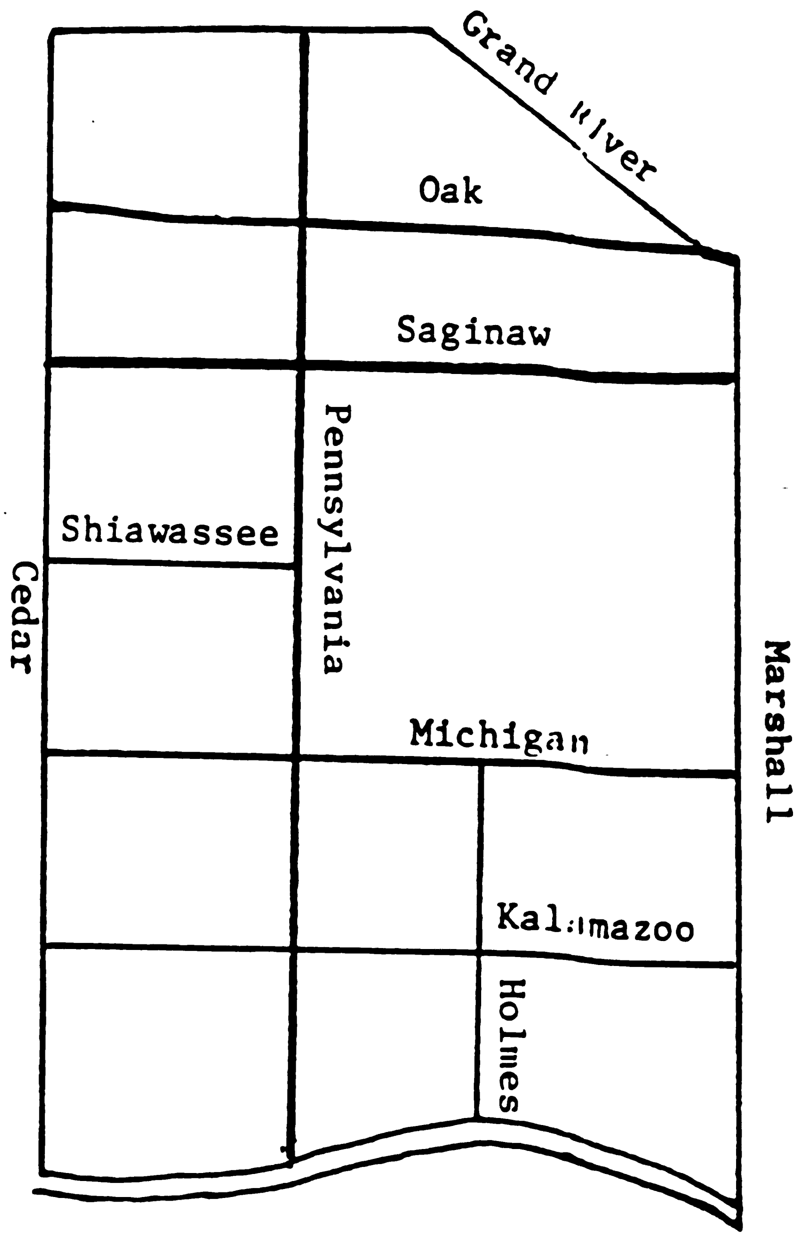


FIGURE 3.2. THE OAK PARK STUDY AREA

The questionnaires, which were collected after three and a half weeks, were then computer processed and analyzed by the faculty and students. However, the Department of Resource Development participants made sure that The Salvation Army staff were involved and trained in interpreting the survey results. Computer printouts were also provided to the agency. This phase reflects another principle of action research, i.e., that parties who will use the study results, actively participate in the research process (Fear, et. al, 1985).

Phase V (Presenting the Results of the Oak Park Study, October 1986 - February 1987). The Resource Development participants submitted oral and written reports of the survey findings and conclusions to agency and community representatives. During this phase, a community-wide meeting was held with the presence of key officials (i.e., City Mayor), Advisory Board members of The Salvation Army, concerned citizens, and the mass media (television and newspaper reporters). The dissemination of survey results is exemplified as an important phase. Rapoport (1985) shares that internal and external communication of results is an essential prerequisite of action research. On the other hand, Thorsrud (1976) states that this phase leads to the involvement in social change which is consequently linked to the formulation of planned change, programs, and activities. Therefore, an effective dissemination not only narrows the gap between the parties but also facilitates a greater likelihood of knowledge utilization by the receiving system (Price and Politser 1980).

The Role of This Researcher in the Whole Process

During this action research undertaking, this researcher played the role of teaching assistant. As a teaching assistant, he was assigned to play various roles: as a co-instructor on content and process, as a co-student by drawing an array of academic and personal skills, and as a liaison between the Department of Resource Development and The Salvation Army by handling many of the routine communication and coordination tasks.

The performance of these diverse tasks was helpful and significant because it showed the researcher the different kinds of perspectives and points of view related to the planned change effort. This experience also made him realize the relevance of the action research model and its effects on the successful implementation of the project.

What The Salvation Army Is Doing With the Survey Results

The 1987 Oak Park study provided The Salvation Army with a comprehensive assessment of the needs and problems of the Oak Park area residents. In the survey, community residents were seriously concerned over the lack of area activity for youth. They are worried about the children and youth wandering the streets with nowhere to go and nothing to do--which can result in delinquency, drug addiction, alcoholism, teenage pregnancy, dropping-out of school, and involvement in crime. The Salvation Army has taken drastic steps to alleviate these problems. It has initiated a morning latch-key program, which has been operating for approximately nine months. This researcher also provided assistance in preparing a proposal (funded in January, 1989) for funding children and youth programs in the Oak Park building. During 1989, The Salvation Army is involved in a Capital Campaign. The money that will be raised in this campaign will be used in meeting some of the needs reflected in the Oak Park study.

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CHAPTER IV

METHODOLOGY

Overview of the Chapter

This chapter will attempt to cover the four areas:

Qualitative Research as a Type of Social Science Research

The importance of qualitative research and its relevance in this study will be discussed in this section of the chapter. Then, the focus will shift to ethnography as a type of qualitative research. A description of the different ethnographic methods used in the study are presented: participant observation, interviews, and examination of agency documents. Finally, the researcher faced two empirical alternatives in approaching the research. The reasons why one alternative was selected over the other is presented.

Description of the Research Phases

a. Entry Stage: This section focuses on several areas dealing with preparation for the field experience. The first area is that of the research setting--what is it, and why it was selected as a research site. The second aspect pertains to the gatekeepers--who they were and what role they played in the research setting. The third area revolves around the entry of the researcher to the site--when he started and ended his field work, and how he was accepted by members of the organization.

b. Data Gathering Stage: This covers three areas of interests. The first area deals with the role of the researcher. Did he play the role of a participant-observer, an observer-participant, or both? How did he shift roles in various situations?

The second area focuses on the research boundaries. This will specifically revolve around observation settings, observation periods, and the selection of informants. The third area deals mainly with the research techniques used in gathering the data. The researcher will give a comprehensive discussion of the three techniques used: participant-observation, review of documents, and formal and informal interviews. Two other issues are included under this area. These are the description of the setting and the description of the people.

c. Data Analysis Stage: Two areas of interests are included in this stage. The first phase deals with the handling of data--specifically transcription and organization of field notes. The second phase focuses on the coding of the data. This emphasizes the fact that, after themes have emerged, the researcher needed to categorize and file the data.

d. Exit Stage: This short section gives an overview of how the researcher disengaged from the research site and how he will be dealing with organizational members regarding study findings.

Methodological Approach to Cultural Analysis

This section of the chapter is divided into two parts. With regard to the first part, which deals with an overview of the three cultural frameworks, the researcher raised essential questions related to the elements of organizational culture. These questions serve as the basis for the three frameworks. The second part focuses on the three cultural frameworks and their relationship with action research. Four matrices are presented. The first matrix deals with the relationship between temporal and spatial dimensions and action research. The second matrix focuses on the relationship between cultural framework II (external environment) and action research. The third matrix revolves around the relationship between cultural framework III and action research. The fourth matrix lays out an operationalization of the specific variables in relation to the three cultural frameworks. Included under this matrix are: definition of the variables in relation to action research, variable indicators, and the methods utilized related to these indicators.

Methodological Issues Involved in the Study

Three areas of concern are discussed in this section. The first one emphasizes that, in view of the nature of the study, there is a need to utilize various methods. The second area deals with the ethical dilemmas that the researcher faced in this research. The third discusses the issues of reliability and validity.

Qualitative Research as a Type of Social Science Research

Qualitative research has been employed in several fields by different social scientists with diverse research objectives. In this particular study, the researcher realized the importance and appropriateness of qualitative research, especially ethnography. He perceived that in order to better learn and understand the culture of an organization, qualitative techniques were suitable.

<u>Qualitative Research: Its Importance</u>

Filstead (1970:1) expresses his concern that an increasing number of social and behavioral scientists have significant concerns regarding the direction of the social science field. He specifies that the doubts of social scientists are concerned with the "theoretical, methodological, and conceptual schemes of behavioral sciences; the behavioral sciences' interpretation of the empirical social world; and, of greater importance, the behavioral sciences' interpretation of reality. In view of this, and in light of his concern that the increasing trend toward quantification has led to a lessened understanding of the empirical world, Filstead advocates the use of qualitative research.

Several authors touch on the various descriptions and importance of qualitative research. Kirk and Miller (1986:9) state that qualitative research is a tradition in the social sciences that "fundamentally depends on watching people in their own territory and interacting with them in their own language, on their own terms". Bernard (1988:319) stresses that the research is a "search for patterns in data and for ideas that help explain the existence of those patterns". The research process starts even before the researcher goes to the field and continues throughout the research effort. When ideas are developed, they are tested against the researcher's observations. In turn, these observations help in modifying previously held ideas. Filstead (1970:6) focuses on the fact that qualitative methodology refers to "those research strategies, such as participant observation, in-depth interviewing, total participation in the activity being investigated, field work etc., which allow the researcher to obtain first-hand knowledge about the empirical world in question". Babbie (1983:537) defines this research as "the nonnumerical examination and interpretation of observations for the purpose of discovering underlying meanings and patterns of relationships". Finally, Bogdan

(1972:1) refers to the methodology as "research procedures that produce descriptions or 'soft' data, not easily handled by statistical analysis". He adds that this methodology focuses mainly on the holistic approach to human settings. This means that the subjects of the research, whether individuals or organizations, are not considered as isolated variables, but as subjects which should be examined in a comprehensive and holistic perspective.

Qualitative research has special relevance in this study. Because this study is concerned with the analysis of organizational culture and how organizational culture links with the action research model, a qualitative approach will be employed. Qualitative analysis is more appropriate to the study. Kirk and Miller (1986:9) cite the difference between two types of research: "qualitative observation is used to identify the presence or absence of something while quantitative observation involves measurement of the degree to which some feature is present". Filstead (1970) gives a more elaborate contrast between the two types of research. He emphasizes that, through qualitative research, the social scientist is allowed to have closer ties with social reality and, as a consequence, may "get closer to the data". As a result, the analytical, categorical, and conceptual components of the explanation regarding the data to be collected are developed. He adds that this may be difficult to achieve using the preconceived, structured, quantified techniques associated with quantitative research.

Kirk and Miller (1986:60) stress the fact that qualitative efforts are composed of four phases: 1) <u>invention</u> (research design and preparation phase); 2) <u>discovery</u> (observation, measurement or data collection phase); 3) <u>interpretation</u> (analysis and evaluation phase); and 4) <u>explanation</u> (communication phase). They add that these phases are no substitutes for one another and should be completed in the proper sequence.

On the other hand, Bernard (1988) shares that, in qualitative research, the process is continuous...it never stops. It deals with sorting of all the ideas gathered, and deciding on which ones to test. He also explains that there may be no causal explanations for the patterns that emerge during field work. In view of these, he urges the researcher to check oneself continuously in the process.

Ethnography as a Type of Qualitative Research

Qualitative research is complicated because of the human component associated with it. In the study of the organizational culture of The Salvation Army, one should recognize the relevance of the inner and outer perspectives of the organization. The empirical and social world of the organization should be depicted as it actually exists, rather than relying on mere imagination. A pure understanding of the elements of the organizational culture and its relationship to action research can be achieved by gathering important information of different attitudinal, behavioral, situational, and environmental factors associated with The Salvation Army. Thus, this can best be accomplished through ethnography.

Hammersley and Atkinson (1983:1) agree that, over the last few years, there has been a growth of interest in ethnography among researchers in various fields--theoretically and practically. They attribute this growing interest to the apparent disillusionment of social scientist researchers with quantitative methods that have dominated the fields, specifically in the social sciences. For them, this method allows for the drawing of a wide range of information. There is a covert and overt participation by the ethnographer for a period of time--watching, listening and asking to illuminate the concerns that he or she has. In this regard, Spradley (1980:13) defines ethnography "as culture, consisting of a body of knowledge that includes research techniques, ethnographic theory and hundreds of cultural descriptions".

This researcher agrees with Hammersley and Atkinson regarding the fact that ethnography closely resembles the daily routines in which people make sense of their social world. Ethnography has been considered as inappropriate to social science because it tends to produce 'subjective' data and findings that may not provide a solid foundation for scientific analysis. However, in studies such as this, the ethnographic method is an appropriate approach to consider because it opens doors for meanings that give form and content to the social processes underlying organizational culture.

Specific Ethnographic Methods Utilized

To achieve validity in data collection, the researcher frequently employs methodological triangulation. Babbie (1983:97) stresses that triangulation involves the use of several and different research methods in testing the same findings. He states that each research method has its own strengths and weaknesses so it would be advantageous to combine methods for checking inferences. Hammersley and Atkinson (1986:198) share the same point in that triangulation involves the "comparison of data relating to the same phenomenon but deriving from different phases of the fieldwork, different points in the temporal cycles occurring in the setting or the accounts of different participants involved in the setting".

A combination of participant observation, interviewing, and examination of documents comprise the research methods to be used in this study.

Participation Observation. Bogdan (1972:) defines the method as a:

> research characterized by a prolonged period of intense social interaction between researcher and the subjects,in the milieu of the latter, during which time, data, in the form of field notes, are unobtrusively and systematically collected...its purpose is to develop understandings of complex settings and relationships.

Bernard (1988:148) has a more vivid description:

> ...it involves establishing rapport in a new community, learning to act so that people go about their business as usual when you show up; and removing yourself everyday from cultural immersion so you can intellectualize what you have learned, put that into perspective, and write about it convincingly. If you are a successful participant observer, you will know when to laugh at what information you think is funny; and when informants laugh at what you say, it will be because you meant it to be a joke.

An assumption behind this method is that an important way to clearly understand the facets of social life is through an immersion of oneself with others in the social arena. This immersion enables the researcher to experience the human complexities and, as a consequence, confirm the validity of one's assumptions. The researcher should be willing to be a part of the culture he is studying--understanding what people do, know, and use. This can be an effective way of understanding another way of life from the people and their culture's point of view.

Participant observation is an important technique to be used in this study because it permits one to check descriptions and discrepancies against the existing facts. It also makes the researcher aware of distortions created during the research (Becker and Geer 1970). Through this method, data and information is secured within symbols and experiences of the social world which have meanings for the people that the researcher is investigating.

Interviews. In doing ethnography, certain social barriers may exist that may add relevance to the use of the interview as a research technique. Trow (1970) stresses that there may be inhibitions impeding the casual expression of sentiments that are perceived as important elements in the research setting. These elements may be essential in explaining the social phenomena that is being studied. Trow argues that when it comes to collecting data on sentiments, behaviors, attitudes, values, and relationships, the interview is a strong instrument to be used. There are also still some aspects in the research setting that cannot be directly observed and verified through observations. At the same time, the inferences made from observations can be readily checked through interviewing.

Examination of Documents. Hammersley and Atkinson's (1983:129-142) argument has proven the relevance of examining documents in this research. They say that researchers should not forget that many of the cultural settings in which ethnographers work are literate and, therefore, documents form an integral part of their everyday life. This is true in this study. In organizational settings, such as The Salvation Army, written accounts are regularly produced and distributed. They range from the most 'informal' to the 'formal' or 'official'. The authors emphasize that the researchers should trust these documents as social products that should be examined. They push for this because they consider the documents a source of vast information and as an opening for studying a range of analytic problems. Therefore, an investigation of these records and documentary products provides the ethnographer with a rich source of cultural analytical themes and, more importantly, as a valuable source of information.

An Important Empirical Issue to be Addressed

In undertaking this study, the researcher had to make an empirical decision in order to answer the research questions that he raised in the first chapter. Two empirical dilemmas in approaching this study were faced by the researcher. The first alternative posed was: Is the researcher essentially measuring the cultural attributes within the receiving system and then, through analysis, indirectly addressing the link of these attributes with action research? Or is the researcher attempting to directly measure the degree of fit between the organizational culture and action research as a linking mechanism? The researcher decided to approach the study using the second alternative.

The First Empirical Alternative: An Indirect Link Between Cultural Elements and Action Research. Theoretically, this approach is valid. Analyzing the elements of the organizational culture in terms of the three frameworks may provide important themes that are relevant for analysis. This can provide the reader with rich information that s/he can relate to the study of organizational culture. However, an in-depth examination of the theoretical concerns pertaining to the action research framework will not be met using this approach.

In relation to methods, indirectly addressing the link of these cultural attributes to action research as a linking mechanism is still considered important. However, there are still perceived gaps to be filled. The focus of the study, then, is shifted to the cultural attributes of the receiving system. The relevance of these cultural elements to the action research framework becomes of secondary importance.

Practically speaking, many social scientists can still benefit from this approach. They can expand the field of organizational culture. Nevertheless, in relation to above statements, benefits are thus limited to those whose interests are specifically geared to organizational culture, and difficulties may arise in answering the research questions posed in this research. Therefore, in view of these limitations, the researcher has decided to reject this alternative.

The Second Empirical Alternative: A Direct Measure of the Degree of Fit Between the Cultural Elements and Action Research. This alternative, compared to the first one, has a different orientation. This approach is also theoretically valid but, unlike the first approach, this question deals with the fact that it is not a study of organizational culture alone but a study of organizational culture for the purpose of assessing the degree of fit between a linking mechanism (i.e., action research) that is used by a providing system and the elements of the culture of the receiving system. Therefore, the emphasis is on the link between cultural attributes and action research. Social scientists will be exposed to a new facet because this study is not limited to an examination of the organizational culture, but it focuses on the appropriateness of action research in relationship to these cultural attributes.

With regard to its methodological significance, this approach facilitates an operationalization of the variables in relation to the features of action research. This methodological approach then becomes compatible with the purpose of the dissertation. To reiterate, the purpose of this research is to analyze elements of the culture of the receiving organization in relation to the features of the action research framework as a means to evaluate the appropriateness of action research as a linking mechanism. This study will not simply analyze cultural elements per se, but its relationship to action research model.

Finally, practical implications must be considered. Because research questions presented in Chapter 1 deal not only with the cultural elements' compatibility and incompatibility with the action research, this study deals with an unresearched issue of action research. Instead of looking at action research from a provider's point of view, the focus is shifted to the receiver's culture. This can serve as a guiding philosophy for social scientists before they apply action research in future planned change efforts.

The arguments cited above justify the selection of this second alternative as the approach to be used in the study.

The Research Phases

Entry Stage

This stage includes activities that the researcher was involved in before plunging into the field to start his intensive observation. The pre-field phase is relevant because it gives the researcher the opportunity to develop strategies that can facilitate the success of the research endeavor. This stage prepares the researcher in firming up the basic foundation of the study. In other words, this entails a consideration of important factors that would enhance or facilitate successful entry, adjustment, and integration into the organization.

As Hammersley and Atkinson (1983:54) put it:

> "In many ways, gaining access is thoroughly a practical issue...it involves drawing on the interpersonal resources and strategies that we all tend to develop in dealing with everyday life. But the process of achieving access is not merely a practical matter. Not only does its achievement depend upon theoretical understanding, often disguised as 'native wit', but the discovery of obstacles to access, and perhaps of effective means of overcoming them, themselves providing insights into the social organization of the setting".

The Research Setting. The research site in this study is the Salvation Army - Lansing Chapter. In 1986, this human service and religious agency collaborated with the Department of Resource Development/Michigan State University in the implementation of the Oak Park study. This study served as the basis for the establishment of programs and services of the agency. In this collaborative undertaking, the Department of Resource Development utilized the action research strategy as a linking mechanism. Two years later, the researcher went back to the same setting, but for a different purpose. He attempted to analyze the organizational culture of the agency in terms of the suitability of the action research framework. The purpose of the study was to assess the "goodness of fit" between the Department of Resource Development as a provider and The Salvation Army as a receiver (using action research as an important indicator).

It is in this regard that an examination of the organizational culture of the Salvation Army is perceived as an important consideration. The cultural situation in The Salvation Army is composed of diverse facets of social life that are relevant to the action research framework, and where the researcher's theoretical interests can be best illuminated, and as a consequence, explored.

Gatekeepers. Hammersley and Atkinson (1983:63) mention that "in formal organizations, initial access negotiations may be focused on formal permission that can legitimately be granted or withheld by gatekeepers. Such gatekeepers, according to them, are often the ethnographers' initial point of contact with such research settings".

In May 1988, the researcher and his major professor met with The Salvation Army's City Coordinator and Administrative Assistant to seek permission and obtain access to the organizational setting. These are the gatekeepers of the organization. They spearheaded and initiated the 1986 study, and played significant roles in the study. They are also visible and immediate power figures of the organization. Because they are the major decision makers of the agency, their participation in that collaborative effort with the Department of Resource Development was significant.

The meeting was productive in the sense that roles and expectations between and among the parties were cleared up and agreed on. The researcher explained to the gatekeepers that the research would focus on broader theoretical and research interests and not dwell on specific behaviors and attitudes of the individuals within the organizational setting. They were also informed that the study would focus on the appropriateness of action research to the organizational culture of The Salvation Army. Consequently, the study would not be an evaluation of the organization, or even an evaluation of their use of study results.

Researcher's Entry. The researcher began the field study in June 1988, and ended his field observation in April of 1989. The Salvation Army staff treated him with warmth. They were accommodating and offered their willingness to help in any way possible. It did not take a long time for the researcher to feel accepted in the group because of the 'family' type of atmosphere accorded to him. In view of this, the adjustment for the researcher was not difficult or lengthy. He gradually moved into the cultural world of the organization through the support of the staff.

Data Gathering Stage

Bogdan (1972:21,25) describes the stage as:

> a personal intense interaction with the subjects in the organizational settings upon which he has focused. It is also a period of copious note

> taking. One way to familiarize oneself with the setting is to obtain materials put out by the organization or other sources that might give some background and current information about its structure, activities and concerns--annual reports, proposals, organization newspapers, articles in local papers and so on...

As has been mentioned in earlier section, the researcher combined different data gathering methods to validate his observations. This is an effective way of double-checking inconsistencies during an ethnographic study. This also helped weave together the various elements of the organizational culture.

Role of the Researcher. Hammersley and Atkinson (1983:97) share that the kind of role to be adopted in a setting by an ethnographer will depend on the purposes of the research and the nature of the setting. They add that anticipating the likely consequences of adopting different roles can rarely be more than a matter of speculation. It is fortunate that, over the course of field work, shifts in roles can be made. These shifts allow the researcher to get access to different kinds of data and acquire ideas of the various kinds of biased characteristics of each. Spradley (1980:54) states that being a participant-observer has a dual purpose. First, s/he is engaged in activities appropriate to the situation and second, s/he observes the activities, people, and the physical aspects of the situation.

In this study, the researcher played the roles of a participant-observer and observer-participant, depending on the demands of the situation. There were instances when his inputs were solicited. However, there were some situations when he felt the need to be a passive observer. He conducted the field research in the role of an overt observer--with his research interests known to his subjects.

The researcher considers the disadvantages of being a hidden observer, which Bogdan (1972) has laid out in his work. With an overt role, the researcher can define himself in ways that will enable him to probe and seek out relevant information that a hidden observer can not. He considers this as an essential factor in data collection because, with his interests known, the subjects can be made aware and be less suspicious of his presence.

In the duration of his field work, this researcher also provided assistance in the preparation of proposals for funding--particularly related to the latch-key program of The Salvation Army. The latch-key program, designed to provide before- and after-school child care, was initiated based on the results of the 1986 Oak Park study.

Research Boundaries. Bogdan (1972:37) argues that, while it may seem best to analyze every single element of the organizational culture, this is practically impossible. In view of this, the social scientist has to make decisions regarding the boundaries of the study. During intensive observation and data gathering, this researcher has to define the dimensions of his study. Time, money, energy, and other resource constraints are faced by the researcher, leading him to focus on specified dimensions (Bogdan 1972, Ulrich 1988). Observation settings and periods were defined, and informants for his formal and informal interviews were selected.

Observation Settings. The researcher considered these settings for his observation:

- o Regular meetings of The Salvation Army Staff - Lansing Chapter

  These meetings were held on Monday of every week. This was an opportune moment for the staff to discuss their activities, concerns, and personal lives.)

- o Regular and special meetings of The Salvation Army Advisory Board - Lansing Chapter

  (The regular meetings of the board were held every first Thursday of the month. On the other hand, special meetings were called depending on the events, and the urgency of the matters that were to be discussed.)

These settings were selected in view of the fact that it is during these meetings that this researcher can best observe interactions and relationships between and among organizational members. This researcher also considered this as an opportunity to take note of significant verbal and nonverbal symbols. It was also during these meetings when topics of theoretical interest were unraveled. As an example, the way people interact with each other differs during staff meetings and Advisory Board meetings (i.e., formal handshakes during advisory board meetings are always present). These evidences pertaining to interaction give clues to collaborative undertakings in the organization.

Observation Periods. The researcher went to the field approximately three times a week. He spent approximately four hours per visit. However, if deemed necessary, the researcher exercised some flexibility in his schedule. Due to other obligations, there were instances when this researcher visited the setting only once a week. However, there were also cases when the researcher was on the site three times a week and spent longer hours of observation. The researcher marked his observations that deal with various facets of organizational life (e.g., the way staff deal with clients on the phone, one-on-one interaction, etc.)

Informants. Dean et al. (1967) describe two types of informants: 1) informants who are specially sensitive to the area of concern; and 2) the more willing-to-reveal informants. Selecting informants is not an easy task. Certain criteria should be utilized. In this study, the researcher considered both types of informants, as well as set selection criteria. The criteria used by the researcher in the selection of the informants, and whether the informant was categorized as primary or secondary, was based on the decision-making and policymaking capacity of the individual. Primary informants were involved in, and are responsible for, activities where crucial decision-making, planning, and implementation were observed. On the other hand, secondary informants were staff members who were less involved in major decision-making, but nonetheless were responsible with specific duties/responsibilities related to the functions of the organization. This researcher also found it relevant to differentiate among the primary and secondary informants not only because of the roles played, but also on how they differed in the way they perceived their organization, their roles in the organization, and their relationship with other members of the organization.

Considering all these factors, the researcher selected the following as his informants:

1. Primary informants: the City Coordinator and his wife, Administrative Assistant, and two members of The Salvation Army Advisory Board (i.e., the chairman of the board, and a member suggested by the gatekeepers of the organization).

2. Secondary informants: other members of the staff of The Salvation Army (i.e., included the staff of the Social Services Department of the agency, the bookkeeper, the receptionist, the kitchen cook, the custodian, the food closet coordinator, the social workers, and officers of The Salvation Army).

Research Techniques Used. In this regard, the study utilized three research techniques. To fully understand the daily interaction in the organization, the researcher employed participant observation. To delve into the shared cultural assumptions in the organization, the researcher examined and analyzed agency documents. To clarify matters that helped shape his observations, the researcher conducted interviews.

Participant Observation. According to Bogdan (1972:21), the methodology of participant observation involves a researcher entering a situation with his subjects knowing him and his purpose of being there. He establishes a relationship of trust with his subjects. He should try to be passive in that he does not in any way change the social situation that may readily affect the data. In a nonthreatening role, he becomes "a mixture of a recording machine and an empathetic human being".

This researcher examined the two general strategies for observing behaviors: the obtrusive and unobtrusive. Bernard (1988:271-290) deals with these two strategies. He refers to obtrusive or reactive observation as observing the people who are aware that the researcher is watching them. He alerts readers that a possible danger of this approach is when a researcher might record data that the subjects want the researcher to see and not the behavior that goes on during the absence of the observer.

However, Bernard justifies the importance of participant observation in relation to this perceived problem. He states that, when trust and rapport are built with the subjects in the field, they are less likely to change their behavior even if the researcher is around. Or, if they do, the researcher may easily notice the change and take note of it. On the other hand, the unobtrusive or non-reactive observation is a strategy where the researcher observes the people's behavior without their knowing it.

In this study, the researcher opted for the first strategy (obtrusive) for practical and ethical reasons. However, in terms of recording the observations, the researcher took notes unobtrusively or obtrusively depending on the circumstances or the situation. During regular and special meetings, the researcher took notes openly--considering factors such as the agenda, seating arrangements, and staff interaction. Procedures of how the meetings were handled were also recorded. During the entire field experience, the staff members were really conscious of this open note taking. Phrases like: "Are you putting down everything we say?" and "Did you even take note of that?" were expressed during these meetings. Nevertheless, this notetaking during staff meetings was beneficial in one way or another because it was used as minutes that were submitted to the main office of the agency. Note-taking was also done openly during formal interviews, unless the interviewees agreed to have the sessions taped.

On the other hand, in situations that involved interaction, conversations, and informal interviews with informants, the researcher recorded his observations either through disguised notetaking (e.g. going to the restroom to jot down notes) or by relying on his own recollections of these circumstances after the meeting. This researcher avoided open note taking during these situations because of two related reasons. First, it could alter the 'normal' way of interaction and communication. Second, feelings of inhibition may be created on the part of the subjects.

Review of Documents. In addition to participant observation, the researcher also reviewed and examined available documents. This documentary evidence included annual reports, minutes of meetings, handbooks on agency policies and regulations, case reports, project proposals, news clippings, brochures, pamphlets, feasibility study reports, and books.

Brochures, pamphlets and other general information about the agency were collected. Photocopies of important documents were made, while books pertaining to the history and purpose of The Salvation Army were loaned to the researcher by the agency staff. Because these documents are an integral part of the organization--its past, present, and future activities, it is very important to examine them especially if one is interested in delving into the shared culture. As Hammersley and Atkinson (1983:141) have put it:

> ...records have considerable importance in certain sorts of social setting. In some, the production of 'paperwork' is a major preoccupation. Even in organizations that have 'people-processing' tasks, this usually involves the translation of events into records of those events, which can be filed,

> stored, and manipulated. Such files are a primary resource for members of the organization in getting through their everyday work. Often, the exigencies of record making can play an important part in organizing the work that gets done, and the routines used to accomplish it. Records of previous encounters with clients can be used to formulate appropriate objectives and activities for a current information.

Interviews. The expressive power of language is an important provider of information. It offers descriptions and explanations of various aspects related to the social arena. Therefore, ethnographers can solicit rich accounts by asking questions from the subjects in an informal basis or through a formal setting like interviews (Hammersley and Atkinson 1983).

Bernard (1988:204-205) lays out different types of interviews:

Informal interviewing: The researcher tries to remember conversations heard during the course of a day in the field. This is used to build greater rapport and for uncovering new topics of interests.

Unstructured interviewing: The researcher sits down with an informant and conducts an interview. This is used in situations in which the researcher has considerable time, particularly during long-term fieldwork.

Semi-structured interviewing: It has the freewheeling quality of the unstructured interviews but is based on the use of an interview guide.

Structured interviewing: Informants are asked to respond to an identical set of stimuli through the use of an interview schedule.

The researcher conducted both formal and informal interviews with his informants. In the formal, structured interviews, sessions were prearranged with the informants. As a protocol, the interviewees were informed of the general purpose of the interview. Confidentiality was assured. Informants were also told that others from the staff and advisory board were being interviewed.

Two interview schedules were constructed and utilized. It is important to note that there were some minor differences in the format and content of the interview schedules. The primary and secondary informants were interviewed using different interview schedules. Appendices A and B include the interview schedules for primary and secondary informants, respectively. The content of the interviews ranged from different topics covering the three cultural frameworks. Primary informants experienced a more comprehensive interview that covered a wide range of issues. They were interviewed for a longer period of time because they were asked questions that dealt more with planning, decision making, implementation and, especially, their role in the outside community. On the other hand, secondary informants were not asked questions that pertained to issues that were beyond their jurisdiction (e.g., major decision making). The secondary informants were asked less about these topics, but were asked more about the internal organizational culture. Sessions took approximately 45 minutes to one hour for the secondary informants, while it took one hour to one and one-half hours when interviews were conducted with primary informants.

During informal interviews, the researcher relied on casual interaction with the informants in natural settings. He employed non-directive phrases or questions to get the subjects/informants to share important information. This researcher considered and employed phrases such as: "How are things going?" and "What is it like working here?" in gathering information (Bogdan 1972). This process of engaging in "small talk" provided relevant data.

The informal interview is a technique that is process-oriented. During the early stages of the field work, the researcher collected pertinent data by asking questions intended to clarify matters and issues that were not clear to him (e.g., why they wear uniforms; meaning of the organization's seal, etc.). Then, in the later phases, the researcher's interaction with the informants focused on specific issues that helped shape his observations as it relates to his theoretical interests (e.g. relating cultural issues with the features of action research).

Ulrich (1988) emphasizes that, during informal interviews, the researcher should wait for appropriate opportunities before asking certain questions. He adds that there is a need for sensitivity on the part of the researcher regarding the reactions of the informants during the process of interaction. For this researcher, there were several appropriate opportunities related to these. The first appropriate opportunity was when significant others, except for the subject, were not present during the interaction. The subject should not be put in an embarrassing situation, especially when the question deals with his/her opinion of the organization or regarding other members of the organization.

Another situation that needs sensitivity on the part of the researcher is when the subject is still uncomfortable in opening up. There are individuals who take a longer time to trust an outsider and, because of this, the researcher has to be patient and should wait for an opportune moment when the subject is ready.

Finally, the researcher should also be sensitive to the fact that these subjects are typically busy with their office responsibilities. Thus, he has to wait for those moments when the subjects are on break, lunch time, or when they are not in the middle of performing their office obligations.

<u>Description of the Settings</u>. The researcher took note of the particular settings that can be helpful in molding his theoretical framework. Floor plans were mapped in relation to agency staff-client interaction. Seating arrangements during meetings and lunch

among the staff and the clients were also noted. A major consideration was also given to the physical layout of the upcoming renovation of The Salvation Army building. This revealed relevant aspects pertaining to the research. Information gathered in relation to this has, in one way or another, molded the theoretical and operational framework regarding the spatial dimension of the organization.

Description of the People. Hammersley and Atkinson (1983:107) write that clothes, gestures, and manners all convey messages about people. They indicate gender, social status, occupational role, and even personality. In order to accurately portray the subjects and to seek out relationships regarding the theoretical interests of the researcher, a description of the subjects is perceived as important to the researcher (e.g., the wearing and non-wearing of uniforms). This aspect touches on the third cultural framework, specifically, the second 'O' (operational) with particular emphasis on attitudinal, symbolical and emotional aspects.

Data Analysis Stage

Although the analysis of the data is a systematic on-going process carried out from the beginning of the field work, intensive analysis of the data is conducted after the researcher leaves the field. In this section, two items will be discussed--the handling and the coding of the data.

Handling the Data. The field notes were transcribed and organized in a manner where the researcher could easily read through them. The data were indexed by date of collection, source of data, together with a brief description of the material. By reading through the collected data carefully, the researcher was able to develop themes and ideas. Diagrams of existing relationships were also drawn. The researcher consulted with the literature related to the data. Comparative analysis between existing themes and the data which he collected were made. He drew inferences regarding the interrelationships of certain theoretical frameworks and empirical investigations done in the field (i.e., whether the variables specified in each of the three cultural frameworks are reflected in the culture of the organization).

Coding the Data. In terms of coding, Friedrich and Ludtke (1975) agree that observation material should fit into a code for testability of the results to occur. An observed event must be classified into a category, which is one of a number of categories that makes a description of the relevant distinctions of a one-dimensional variable. They add that the code should be one-dimensional, exhaustive, and that the categories of the code should be also mutually exclusive. Behavior categories and coded categories must be identical. The standardized schedule should ideally contain not only categories of a variable, but exactly those to be used later when coding the observations.

In this research, most of the procedures in data coding is based on Bogdan's (1972) work with some minor modifications. After certain themes and relationships emerged from intensive analysis of the data, the researcher formed initial and general categories out of them. He filed them with corresponding key words or descriptors, and assigned numbers to each. A filing system was developed by the researcher so that the topical material could be easily accessible.

The researcher read and reviewed his data twice and created new and more specific categories based on the original categories on file. Thus, some categories were modified, while others were eliminated or merged with other categories.

Because some of the field notes recorded were relevant to more than one coding category, copies of the field notes were made. These copies were filed and sorted in different folders of various categories. The manner in which the data were sorted enabled the researcher to go back to the corresponding file related to a specific category.

During this phase, the researcher had a consistent review of his file and categories. Through this careful and regular process, he was able to integrate and refine his ideas. The researcher sought out relationships between various coded categories by drawing diagrams and writing notes. In order to draw his conclusions, the review of data relevant to a topic was consistently pursued.

Exit Stage

After data collection and analysis, the preliminary results of the study were shared with the organization members. The reason for doing this was for the staff to verify the study findings. When every aspect related to the research had been cleared and verified by the members of the organization, the researcher proceeded in writing the final document. He furnished The Salvation Army with a copy of the dissertation research in response to the agency request.

Methodological Approach to Cultural Analysis

In explaining the goodness of fit between the linking mechanism of using action research that the Department of Resource Development provided and the realities within which The Salvation Army operates, the central approach was to begin work on a "substantive theory" by outlining the interrelations of the dimensions of the organizational culture (i.e., the three cultural frameworks developed by this researcher) and the elements of the action research framework. Appendix C lays out the research techniques or ethnographic methods (i.e. observations, interviews, and examination of documents) and how they were utilized in relation to one another.

An Overview of the Three Cultural Frameworks

Questions related to the three frameworks were raised. These questions helped in operationalizing the concepts introduced in Chapter 1.

Cultural Framework I: Organizational Culture in Relation to Temporal and Spatial Dimensions. In relation to temporal dimension, two issues will be dealt with--time orientation and time management. With regard to time orientation, the researcher explored how the organization perceives time as a cultural element. Certain questions guided the researcher:

- Do the members frequently dwell on the history of the organization?
- Do they base their organization's activities on past efforts?
- Do they perform their responsibilities on a day-to-day basis?
- Are the organization's activities planned within a week, a month, or a year?
- Are the members planning their programs and activities five or ten years from now?
- Do they reflect on "how" and "what" the organization will be like in the future?

Regarding time management, the researcher focused on these questions:

- Does the organization perform its functions one at a time?
- Do the members find it more effective if they accomplish one task first before proceeding to the next task?

- Are they more comfortable in implementing tasks simultaneously?

- Does the mission of the organization require members to perform different functions at the same time?

- Does the organization implement their activities in a circular fashion (i.e., that the organization, in implementing its activities, is faced with phases and cycles)?

Answers to questions related to the time dimension were gathered through analysis of the minutes of the meetings, observations in informal and formal settings, and interviews. The minutes of the meeting reflected the calendar of activities of the organization. It also showed the progress of how the members of the organization have accomplished their objectives in relation to their priorities. Observations manifested the manner in which the tasks of the agency are performed. On the other hand, interviews confirmed and clarified what has been observed and what was reflected in the minutes of the meetings of the agency.

Regarding spatial dimensions, the researcher observed and took notes of the physical, architectural, and psychological distances in the work environment. Sociofugal and sociopetal issues were a focus for observation. Questions related to this were:

- What does the physical setting of the organization look like?

- How are objects arranged in the environmental setting?

- Does the arrangement promote or inhibit interaction?

- Does the arrangement open-up interaction among the staff? Between the staff and the clients?

- What reasons can be cited on why objects are arranged in a particular way?

- During meetings, how are the organizational members seated in relation to one another? Is the seating arrangement similar between regular staff meetings and advisory board meetings?

Mapping of floor plans and an analysis of how the present physical setting is arranged were made by the researcher. Interviews to determine how the organizational members perceived their environment in relation to the issues were also conducted. Floor plans illustrated how office landscapes were arranged and how this type of arrangement affected the interaction of the members of the organization. By taking note of the seating arrangements during regular and special meetings, the degree of closeness between members was determined. Interviews elicited information about the feelings of the agency staff with regard to aspects related to spatial arrangement.

Cultural Framework II: Organizational Culture in Relation to the External Environment. In this framework, emphasis is given on how the organization perceives its role in the outside environment and, specifically, how it relates to other systems in its environment. The mission, strategic means and roles of the organization were dealt with in this framework.

In relation to the mission of the organization, certain questions were considered:

- What are the reasons for the organization's existence?
- What is its fundamental purpose (its main agenda)?
- How does it perceive the role of its clients in relation to its mission?

The strategic means focused mainly on how the organization survives despite external forces. Questions that needed to be examined were:

- What strategies does the organization employ in order to meet the needs of the external environment (i.e., how they provide services to the client population as compared to similar human service agencies)?
- Does it matter greatly if their religious mission is incorporated into their broader mission?
- Does this incorporation inhibit their role in the outside environment?

- Do they have a difficult time being a subsystem in the external environment?

- How receptive are they of the changes that are being introduced from external forces?

The role that the organization plays in relation to other subsystems was also critical to examine. This reveals perceptions of their role and how those perceptions affect other subsystems in the external environment. Questions that need consideration were:

- Does the organization perceive itself as an important component of the environment?

- Do other organizations and agencies rely heavily on this agency?

- Is it the only organization in the external environment that is providing a certain type of service?

- Does the organization have the resources it needs to accomplish its mission?

- Does the organization believe that it needs to harmonize with other organizations to fulfill its tasks?

- Does it rely on other groups on resources that it does not have, and do other groups depend on it for resources that it possesses?

- Does the organization rely heavily on the resources of other organizations?

- Does it lack resources that are vital in implementing its goals?

A review of official documents, historical accounts, minutes of previous meetings, and formal and informal interviews were utilized in unraveling the answers to these questions. Official documents and historical accounts reveal information related to the history of the organization, the purpose of their existence, and the role they are expected to play in the community. On the other hand, interviews shaped what has been observed and what was in the written accounts.

<u>Cultural Framework III: Organizational Culture in Relation to the Internal Environment</u>. Three "Os" make up the this framework. The first "O", <u>organization</u> will specifically focus on leadership and structure. Critical questions related to leadership were:

- Who makes the decisions in the organization?
- What types of decisions are made?
- Who participates in the decision making?
- What types of participation are elicited in the decisionmaking process?
- Who has the power and influence in the organization?
- To what extent is the City Coordinator powerful and influential? The Administrative Assistant? The Advisory Board members? The staff members?
- For those who have the power, how are they using it?
- How much of the power and influence do they want and actually have?

Regarding structure, the following questions are important:

- Does the organization possess a complicated hierarchy (i.e., composed of different levels and steps)?
- How does the hierarchical structure affect the implementation and performance of their tasks?
- How do the members divide their labor?
- Are their tasks specialized?
- Are the organizational members involved in team building and collaborative efforts?
- Are the staff comfortable with a collective arrangement or would they rather have individual responsibilities to themselves?
- What communication channels are used in the organization?

- Does the organization possess an open line of communication for its constituents?
- What are their formal and informal means of communication?

An analysis of documents, organizational charts, minutes of meetings were employed to answer these questions. Formal and informal interviews were also conducted to validate the observations. Analysis of documents and organizational charts provided information regarding the hierarchical and communication structures of the organization. Minutes of meetings reflected the manner in which decisions are made (i.e., whether there was shared or a participatory decision making process). Interviews helped clarify nonverbal evidences and observations.

The second "O", orientational, deals with the social meanings that the members of the organization share. It focuses on the emotional, cultural and social bonding that the members are trying to establish. This bonding is crucial in accomplishing and performing functions in the organization. There are three components under this. The first, symbolical, revolves around the areas of tradition, religion, and language. Questions that are essential regarding this were:

- Why do some organizational members wear uniforms? What does it symbolize?
- How important is the wearing of uniforms in the accomplishment of their goals and missions?
- Why do members address other organizational members with military designations?
- Why are military rankings utilized in the organization?
- How does the adaptation of a quasi-military orientation affect interaction among organizational members? With the client population?
- What is the significance of using certain artifacts in the organization (e.g., kettles for fund raising)?

- Why are they busy during the holiday seasons as compared to other days of the year?

- Why do they pray after each staff meeting and not after each staff Advisory Board meeting?

- Do their share their religious beliefs with other members of the staff? With the clients that they served?

- Is their religious mission incorporated with their mission as a human service agency or are they separate?

- What words and language do they use that are only unique to their organization? How did these words come about? What are the reasons for using these words?

The attitudinal aspect specifically focused on the role of the individuals in the organization and how an individual can be a part of the organization. The questions that needed to be answered were:

- Does the organization perceive the individual as an important component of the group?

- Is the individual considered only as a part of a collective whole?

- What characteristics of the individual are considered to be acceptable in the organization?

- What criteria does the organization use in recruiting the staff? Its advisory board members?

- How is the client perceived in the organization? As an individual with unique needs or as a client who has similar needs with the rest of the client population?

The emotional aspect focuses on the areas of intimacy and acceptance. Certain questions that needed exploration were:

- Are the members of the organization "one big family"?

- Do they know each other well?

- Is mutual trust and concern established in their relationships?

- What are the similarities and differences regarding the relationship among the staff members and that of the Advisory Board members? What factors can be attributed to these differences?

Aside from observations, documents were examined and interviews were conducted. Analysis of documents specifically helped in unraveling the traditions of agency. Moreover, informal and informal interviews elicited information regarding the feelings of staff members toward each other and also about their perceptions of the organization.

The third "O", <u>operational</u>, has three factors under it--the <u>behavioral</u>, <u>relational</u> and <u>functional</u>. Regarding the <u>behavioral</u> component, issues of proactive and reactive behaviors are given attention. Questions asked in this regard were:

- Does the organization perform its tasks only when the situation calls for it (i.e., client coming in for services)?
- Do organizational members perform tasks that are only assigned to them?
- Do the members plan and implement their programs and projects as the needs arise?
- Does the organization plan activities that are beyond its mission and goals?
- Do they plan their programs not only because it is part of the tradition, but also as a means to enhance the effectiveness of the organization?
- To what extent are they innovative in their programs?

The <u>relational</u> aspect focuses on the type of relationship that exists among members during the performance of their tasks. Critical questions related to this are:

- Are those in power obligated to take care of those not in power?
- Is a dependency relationship between the powerful and powerless enhanced?
- Are all staff members consulted to contribute relevant information?

- Is power shared among the members of the organization?
- Are all the information and skills at all levels relevant to the performance of their tasks?

Finally, the functional aspect gives emphasis to the tasks of the organizational members necessary for accomplishing the organization goals. The questions related to this were:

- Are the members interdependent in the performance of their goals?
- To what extent do they collaborate with one another?
- Are they all involved in the creative generation of ideas and solutions?
- Do they involve all the members in creative problem solving?
- Who are the people involved in problem solving and why?
- Are solutions to the problems implemented in an effective and efficient way?
- What ways do the members consider in order to achieve effectiveness and efficiency?

Formal and informal interviews, observations, and a review of agency documents and minutes were utilized in searching for answers to these questions. Interviews provided clarification on issues dealing with the working arrangement between and among staff members. Observations were helpful in revealing unconscious behaviors of staff members while they perform their daily routine. On the other hand, analysis of written reports revealed information pertaining to past and present efforts that involved the members of the organization.

The Relationship Between Action Research and the Three Cultural Frameworks

To effectively analyze whether action research is appropriate to the organizational culture of the agency, matrices were designed for the purpose of indicating the features of action research and how they relate to the organizational concepts presented by this researcher. Bernard (1988:324) emphasizes that an important part of qualitative research deals with the production of visual displays. Laying out ideas, data, and theories in table or matrix form helps the researcher understand what he has, and is a potent way to communicate ideas to others. Table 4.1 presents a simple layout of the interrelationships between the temporal and spatial dimensions of cultural framework I and the features of action research. Time plays an important role in action research because the framework involves different stages. On the other hand, space can have an adverse effect in the sense that the social arena is bounded by physical dimensions. Physical settings can therefore affect the way people interact with each other (e.g., a closed office landscape may inhibit frequent and casual interaction).

Table 4.1 A Matrix on the Relationship Between Action Research and Cultural Framework I

	Action Research Framework Features
Cultural Framework I	
Variables	
Times Dimensions	
a. Time Orientation	The action research framework is oriented toward the present time, but more so for the future. Its goal is planned change and this makes it more geared toward future efforts.
b. Time Management	The framework is composed of cycles and phases. The stages are well-planned and coordinated. The feedback or evaluation phase is an important component of the whole process.
Spatial Dimensions	
a. Sociofugal	This is discouraged in action research because it inhibits interaction. This occurs when objects are arranged in such a way that frequent and casual interaction is discouraged.
b. Sociopetal	This is also an important factor in the implementation process because it encourages collaboration between the parties. Unlike the sociofugal dimension, objects are arranged in a manner that closer interaction is promoted and encouraged.

In Table 4.2, a matrix between the elements of the external environment of cultural framework II and action research is shown. The role of the external environment is also critical because it entails the involvement of different systems in the external environment. It is not limited to the micro-environment, but also extends to the macrocosm of the larger society.

Table 4.2 A Matrix on the Relationship Between Action Research and Cultural Framework II

Cultural Framework II Variables	Action Research Framework Features
Mission	There are two main goals of action research. The first is for the purpose of knowledge production. The second purpose is to solve the practical problems facing the situation.
Strategic Means	
a. Adaptation	The framework is focused on the direction where the client system learns to adapt to the changing situation that it is in. A lack of this characteristic may result to problems in dealing with client needs and concerns.
b. Integration	This is another essential means to facilitate the planned change process. Inability to integrate will affect the interlink between research and action. In action research, the involved parties should be willing to merge with each other for effective collaboration.
c. Stabilization	This is a major feature for action research because it advocates planned change. A failure to deal with changes introduced from the external environment will result to destabilization of the effort. In action research, the participating systems should be willing to accept changes and deal with it to achieve viability.
Role	
a. Superior-Pivotal	Through the action research framework, technical assistance is provided by outside experts. However, the experts do not see themselves as superior in the effort. They rely also on the input of the client system. Client system is vital in the collaboration.
b. Collaborative Egalitarian	This is very well suited to the action research framework. It encourages the collaborative arrangement, i.e., that the participation of both the provider and the receiver is important.
c. Inferior-Dependent	This role is discouraged in the action research process. In fact, a dependency relationship is perceived as a danger sign relative to the success of the planned change endeavor.

Table 4.3 shows a matrix between the elements of cultural framework III (internal environment) and how they relate to the action research framework. The internal

environment is a significant component in the action research effort because it is the venue where main activities are being implemented. The inner interactions and the relationships that are established may contribute to the success of the effort. Hidden social and cultural meanings in the internal environment should also be analyzed because they can be critical in establishing a collaborative undertaking.

Table 4.3 A Matrix on the Relationship Between Action Research and Cultural Framework III

Cultural Framework III Variables	Action Research Framework Features
Organizational	
a. Leadership	The leadership role in the action research is important but it is shared. This sharing process contributes to increased motivation among the parties involved and, as a consequence, the accomplishment of the goals of the planned change effort. This is true with the decision-making process. Everyone in the effort has to be involved in making decisions.
b. Structure	Team-building is an important factor in the framework. As has been mentioned earlier, the parties should work as a team toward the fulfillment of the planned change effort. Lines of communication should be open and must be well-established.
Orientational	
a. Symbolical	Action research is also carried out through symbols. However, it tends to aim for objectivity and depends less on traditions, rituals, beliefs, myths, and legends. The framework is built for the purpose of objectivity, effectiveness, and efficiency.
b. Attitudinal	Because attitude here is defined in terms of an individual's inclusion and exclusion in the group, it can be said that action research is less concerned about who should be excluded or included but, rather on how to have structural and cultural representation in the group.
c. Emotional	Intimacy and acceptance can be crucial in the action research effort. It may affect how members of the group work toward the accomplishment of their goals.
Operational	
a. Behavioral	The action research framework is proactive. It has a dual purpose and it has multiple results. Research is not only generated and problems solved, but skills of the client system are also developed.
b. Relational	Action research stresses a participative relationship between the parties involved. This means that ideas and skills for those involved should be shared.
c. Functional	All the four concepts laid out by the researcher apply to the action research framework. It aims for cooperation; the provider and receiver are interdependent. It formulates ideas and solutions for the problems that are being faced. Diagnosis of problems is an important component. Finally, the effective and efficient implementation of solutions are facilitated.

A larger matrix (Table 4.4) is developed showing what indicators are relevant in measuring each specific variable, and the corresponding methods that were utilized to collect the data. This matrix reflects whether the cultural elements of the organization are appropriate to the features of action research. It is anticipated that the organization may possess certain elements that are more or less compatible with that of action research. Lesser degrees of compatibility between the elements of both the provider and the receiver may also be observed.

Table 4.4 A Matrix on the Operationalization of the Specific Variables Related to the Three Cultural Frameworks

Organizational Culture	Definition Related to Action Research	Indicators	Methods Utilized
Cultural Framework I			
Temporal Dimension			
Time Orientation	The extent to which organization is oriented towards the present, but more so with the future.	-calendar of activities -annual reports -time line	-interviews -reviews of minutes of meetings -review of documents that contain its history and programs -interviews -observation in research setting
Time Management	The extent to which the organization manages its time in phases and cycles.	-manner of implementing tasks and activities -time line	-interviews -observations in research setting
Spatial Dimension			
Sociofugal	The extent to which the physical arrangement of objects inhibits interaction.	-physical arrangement of objects allow for a closed- office landscape	-interviews -observation and description of the physical setting -behavioral observations
Sociopetal	The extent to which the physical arrangement of objects enhances interaction.	-physical arrangement of objects allow for an open- office landscape	-interviews -observation and description of the physical setting -behavioral observations

Table 4.4 continued

Organizational Culture	Definition Related to Action Research	Indicators	Methods Utilitzed
Cultural Framework II Mission	The extent to which the organization's goals pertain to knowledge production and practical problem-solving.	-history books related to the organization -annual reports -official documents -verbal affirmation	-interviews -review of books, reports, and agency documents
Strategic Means Adaptation	The extent to which the organization adjusts to the demands of the outside community.	-increase in client demands -increase in programs and activities	-interviews -observations -review of documents
Integration	The extent to which the organization collaborates with other organizations in the outside community.	-networks established with other groups -agency participation in community activities	-interviews -review of minutes
Stabilization	The extent to which the organization deals with changes that are introduced from the outside community.	-how the organization deals with the results of the 1986 Oak Park Study -how the organization is dealing with the 1989 Capital Campaign	-observations of work environment -interviews -review of minutes -review of documents and reports -review of minutes of meetings
Roles Superior-Pivotal	The extent to which the organization views itself as an important group in relation to other gorups in the community.	-whether other organizations rely on it for resources -whether the type of service it provides is the only one in the community	-interviews -observations of the work environment -review of agency documents
Collaborative-Egalitarian	The extent to which the organization views itself as a collaborator in its relationship with other groups in the community.	-whether it collaborates in achieving its goals and in performing its functions	-interviews -observations of the work environment -review of agency documents
Infirior-Dependent	The extent to which the organization itself as dependent on other groups in the community.	-whether the organization is relying on other organization for its resources	-interviews -observations of the work environment -review of agency documents
Cultural Framework III			
Organizational Leadership	The extent to which power, influence, and decision-making are shared among members of the organization.	-leaders and subordinates share in decision-making	-interviews -observations of the work setting

Table 4.4 continued

Organizational Culture	Definition Related to Action Research	Indicators	Methods Utilized
Strucutre	Deals with the formal arrangement of activities within the organization	-how the organization divides labor among the staff -the extent of collaboration among members -the communication channels in the organization -organizational charts	-interviews -observations of the work environment
Orientational			
Symbolical	The extent to which religion and tradition affect the performance of the tasks of the organization.	-use of uniforms and artifcats -events held -observation of rituals and ceremonies -religious practices	-interviews -observations of the work environment -review of history books of the agency -review of documents
Attitudinal	The extent to which the individual is given importance in the organization.	-whether the individual is given importance in the organization -criteria used in hiring staff members -criteria used in recruiting advisory board members	-interviews -observations of the work environment -review of agency documents
Emotional	The extent to which the members of the organization are intimate and accepting of one another.	-degree of closeness of organizational members -verbal and non-verbal gestures	-interviews -observations of the work environment
Operational			
Behavioral	The extent to which the members are proactive in the course of performing their tasks.	-whether the organization performs task when the situation calls for it or when the needs arise -whether the organization is creative in generating projects beyond the identified needs	-observations of the work environment -observation of meetings -interviews
Relational	The extent to which the leaders and the powerful consider the skills and information of other members as relevant.	-there is joint decision -making among members of the organization -skills and input from other members are solicited	-observations of the work environment -review of minutes -observation of meetings
Functional	The extent to which the organizations possesses four attributes: cooperation, problem-diagnosis, formulation, and facilitation.	-whether the organization is involved in a collaborative effort -whether they are involved in generating ideas related to their goals -whether the members are involved in problem -solving	-interviews -observations of the work setting

Table 4.4 continued

Organizational Culture	Definition Related to Action Research	Indicators	Methods Utilized
		-whether the members are involved in an efficient and effective implementation of agency activities	

Methodological Issues Related to the Study

Ethical Dilemmas

Bernard (1988:24) argues that ethical problems may loom large when conducting human and social behavioral research. This researcher faced such ethical dilemmas. Because of the researcher's previous involvement with The Salvation Army, maintaining objectivity and neutrality was difficult. Expectations between the subjects and the researcher were established before the field work has even began. A case in point: The Salvation Army had the distinct impression that the assistance provided by the Department of Resource Development was positive and beneficial to them. From a research point of view, the researcher indicated--and made clear to the agency--that he was not doing an evaluation of the organization or even an evaluation of the organization's utilization of the 1986 Oak Park study findings. Instead, he clarified that he was studying the appropriateness of action research to their organizational culture. Nevertheless, a reoccurring issue was raised. Because the agency perceived a positive contribution by Michigan State University, why was there a need to study whether the approach used was appropriate? Other related questions arose: Is there a problem with what the agency did--not a problem with what the providing system did? Doesn't the Department of Resource Development have confidence in what The Salvation Army is doing?

A related dilemma deals with the collection of information concerning the organization. It was the researcher's desire to probe issues in an open and empirical manner. However, there were pressing concerns that hindered the researcher achieving this. Although the researcher informed the agency that he was more concerned about studying the appropriateness of the linking mechanism as used by the providing system, there was a belief that comments will be made by the researcher about the receiving system--positive and others perhaps viewed as less positive. These negative comments may be viewed as a violation of trust on the researcher's part. Because of this, when the researcher obtained information that did not reflect a good image of the organization, he felt less comfortable about including those issues in this document.

Reliability and Validity Issues

There is a general feeling that qualitative researchers find difficulty in defining their methods. Lack of attention is given to the issues of reliability and validity. Issues of objectivity and the strengths and weaknesses that the ethnographic methods possess should be dealt with (Kirk and Miller 1986). Because the study employs qualitative methods, questions about the reliability and validity may have a different level of concern as compared with quantitative studies. In this study, validity is checked because of various techniques and tools employed to gain an in-depth understanding of the culture of the organization. However, because of the complexity of the social arena, enhancing the issue of reliability may pose some difficulty. The social arena is not static, but dynamic. Thus, there is a need for the ethnographer to document not only his observations of the social setting, but also the behaviors as an ethnographer. He should be aware of where he is in the research process and how he is collecting the data. Hopefully, these goals have been met.

Kirk and Miller (1986:73) aptly put it: "...the problem of validity is handled by field research and the problem of reliability is handled by documented ethnographic methods".

CHAPTER V

CULTURAL FRAMEWORK I: ORGANIZATIONAL CULTURE IN RELATION TO TEMPORAL AND SPATIAL DIMENSIONS

This framework is divided into the temporal and spatial dimensions. Each of these dimensions plays a major role in the culture of the organization. One can therefore ask about the relevance of the findings regarding time dimension to action research. Several questions can be considered: 1) Are there compatibilities and incompatibilities in the way time is perceived as a resource in the organization as compared to the way it is perceived in action research? 2) Is the time orientation of the organization suitable to the action research framework? 3) Is the time management within the organization compatible with the way time is managed to achieve a successful action research implementation?

Key questions to ask regarding the action research approach and spatial orientation are: 1) Does the physical layout and architectural design of the organizational environment affect collaboration among organizational members (staff and clients)? 2) Do members of the staff orient themselves spatially among themselves, and with others outside their organization, in a manner consistent with the characteristics of the action research framework?

Summary of the Findings

Table 5.1 reveals some answers to the above questions. In terms of temporal dimension, the findings suggest that there is minimum compatibility perceived between the organizational culture and action research. Because of the organization's nature (i.e., traditions and past experiences), it is more oriented towards the past and the present. The organization is oriented to fulfilling its immediate needs. This pertains to day-to-day and routinary activities. History also plays an important role in the planning of their activities. Furthermore, with limitations that the organization is presently facing, the way it manages time is different from the way it is perceived in action research. In action research, it is imperative to carefully orchestrate any planned activity. The organization is faced with financial, manpower, and time constraints. The organization also works in phases and cycles but it is rarely observed. Evaluation is considered but not given primary importance in the organization. In action research, evaluation is an important prerequisite.

On the other hand, the spatial dimension presents two different sides. The organization encourages both sociofugal and sociopetal characteristics.

As shown in Table 5.1, a sociofugal arrangement is discouraged in action research because it inhibits interaction. However, one aspect of the organization promotes this characteristic because it may violate the confidentiality of the casework experience. That is, instances call for clients to share personal information, therefore, it is imperative that the office landscape be closed. Nevertheless, because of the spiritual and human service mission of the organization (i.e., feelings of openness to all people is enhanced), an open office landscape is desired. This aspect of the organization makes it compatible with the action research framework.

Table 5.1 Cultural Framework I: The Relationship Between Action Research and Organizational Culture

Variables	Action Research Framework	Organizational Culture	Assessment of the Link
Time Dimension			
a. Time Orientation	The action research framework is oriented toward the present time, but more so for the future. Its goal is planned change and this makes it more geared towrad future efforts.	The organization is oriented toward the past, and deals with the immediate future.	Tradition and experiences makes the organization less oriented to future efforts. Thus, there is minimum compatibility perceived between action research and organizational culture.
b. Time Management	The framework is composed of cycles and phases. The stages are well-planned and coordinated. The feedback or evaluation phase is an important component of the whole process.	The organization is composed of phases and cycles depending on situational contexts. Many tasks are done simultaneously with minimum staff. Time is an important resource.	Due to the nature of the organization, (i.e., mission and tasks), it performs its activities simultaneously. Limitations affect this. (e.g., lack of staff). Minimum compatibility is perceived.
Spatial Dimension			
a. Sociofugal	This is discouraged in action research because it inhibits interaction. This occurs when objects are arranged in such a way that frequent and casual interaction is discouraged.	This is encouraged in certain situations in the organization that requires confidentiality (e.g. case work).	The social service nature of the organization requires confidentiality and closed door office landscape which is less compatible with action research.
b. Sociopetal	This is an important factor in the action research process because it encourages collaboration between the parties. Unlike the sociofugal dimension, objects are arranged in a manner that closer interaction is promoted and encouraged.	This is encouraged in some areas of the organization. Its human service organization calls for openness. Within the organization, effective and efficient management requires open communication among staff members.	The human service component of the agency requires open relationship among members. Frequent interaction of agency members are encouraged which requires an office landscape. The element of the organizational culture makes it more compatible with action research.

Elaboration of the Main Findings

Temporal Dimension

Because every culture makes assumptions about the nature of time, the researcher focuses on the issues of time orientation and time management. The way that the organization perceives and manages time affects the interrelationships among members and the performance of their general and specific functions.

Time Orientation. In terms of time orientation, organizations have different orientations--toward the past, the present, and the future. Different orientations among the staff may have adverse effects on the planning and courses of action that they may take.

Role of the History of the Organization. The Salvation Army looks at its history as a basis for their programming and existence. There is a need to stress the historical aspect of the Army to serve the needs of the community (Notes: Minutes of the Advisory Board Meeting, April 4, 1985). It was the opinion of the respondents that, because The Salvation Army programs and activities have been proven good in the past, it is imperative to build on these successes. These successful activities serve as a springboard to new ideas and programs. They believed that these historical programs are still valid to the needs of society today and, therefore, it is significant to look back at The Salvation Army's history and its program, and relate its value at present.

On the other hand, other responses and observations reflect on the fact that it is also important to point out that there have been changes in The Salvation Army's programs through time; and that there is already a gradual shift from the traditional to more current needs. One respondent recalled that, as a service provider, The Salvation Army has grown from a seed that originally dealt only with alcohol addiction. Through time, it became family oriented--although these family problems are still historically based. A respondent remarked that The Salvation Army started out as being relevant to the needs of society. Therefore, the spirit of the Army should remain relevant to the needs of the clientele--even going to the extent of changing some of its traditional emphasis.

Role of Past Experiences in the Organization. Many of the respondents also look back to their past experiences as a basis for planning and implementing the activities of the organization. A respondent remarked that people build their abilities on their past experiences. In relation to this, the respondent emphasized that one has to look back because experiences will enable the individual to do the kind of things that need to be done--programmatically and administratively. One's experience contributes significantly to organizational decisions.

Past experiences can also be used in providing leadership. A respondent stressed that leadership is not a free-flow process. This respondent believed that there are things in the leadership realm that are historically appropriate to the work of The Salvation Army and it is important to stay within that context. On the other hand, another respondent mentioned that each one involved in the organization brings their history and experience. The history and past experiences, if joined together, can create a learning "pool". The contribution of everyone's experiences may provide richness of information within the organization.

Responses indicate that The Salvation Army looks at past experiences more when they are successes than when they are failures. A respondent noted that there is probably a short- and long-term orientation when the organization look back on past experiences. This respondent mentioned that, in the short-term, the Army looks at both successes and failures. However, it was observed by this respondent that, in the long-term, the Army only focuses on the successes. This was supported by a respondent who explained that past experiences resulting to positive things are the ones mostly used and developed.

Nevertheless, another respondent agreed that it is more important to look back at successes. This respondent also emphasized that what was successful in one point in time may not be successful in another point--what did not work then may be workable at present.

Performance of Functions: Day-to-Day Basis. It was found that The Salvation Army performs its functions on a day-to-day basis. During the weekly staff meetings, it was observed by the researcher that the staff members discuss their time line according to their activities for each day. A two-week schedule is laid out by the secretary, but the activities that have to be accomplished are discussed on a day-to-day basis. The City Coordinator and the Administrative Assistant have the most number of activities. Meetings are scheduled for most of the rest of the week. The City Coordinator attends the Exchange Club, the United Way meetings, etc. On the other hand, the Administrative Assistant has meetings related to the Food Bank, Habitat for Humanity, Red Cross, Garden Project, Neighborhood Builders Alliance, etc. (Notes: Observations of Weekly Staff Meetings, June 7, 1988 to April 17, 1989).

There are reasons given why they perform their functions on a day-to-day basis. A respondent remarked that activities are scheduled and programmed already. Another respondent answered that there is no way of escaping this organizational procedure because it has been that way in the past. One respondent justified this by relating it to the kind of function the agency has--the number of cases that are handled, the kind of work that is done, and the number of people that flow through the various programs of The Salvation Army. This respondent also stressed that this is also due to the fact that other organizations linked to The Salvation Army are also performing their functions on a day-to-day basis. The Salvation Army interact daily with organizations like Habitat for Humanity, Greater Lansing Food Bank, Economic Crisis Center, etc. This daily interaction with these agencies demand such day-to-day performance of functions.

Planning of Agency Activities. With regard to the planning of its activities, observation reflects that planning is solely dependent on the kinds of programs and activities. There are programs that have to be planned on a weekly basis. On the other hand, there are certain programs that need a longer time-line for planning.

A respondent replied that planning depends on the department or program. One respondent remarked that some activities are required by the international offices. These activities have become part of tradition, and are therefore planned on a yearly basis. For example, Christmas programs are planned annually. However, it was emphasized that, if other programs that are adaptable to the needs of the clientele require weekly planning, then the organization gives them some consideration. Therefore, as one respondent pointed out, the planning of the activities are done based on the needs of the client system.

A respondent observed that planning within the organization is not part of a formal effort. This respondent added that planning has been formalized only with the upcoming Capital Campaign.

A Look Into the Future. The Salvation Army, as an organization, focuses more on the near future (i.e. short-term), than what will happen in 10-15 years. Notes of Staff and Advisory Board meetings provide evidence that they are particularly concerned more on what will happen in a year or two. Discussion during these meetings revolved around what to expect in a year, particularly immediately after the Capital Campaign. (Notes: Observation, Staff and Advisory Board Meetings, June 1988 to April 1989). A respondent observed that The Salvation Army has a much closer time perspective--that the agency is looking at a future shorter than 10 years. Another respondent justified this observation by stating that The Salvation Army tends to react to what is immediate, and that there is a only a minor change in time orientation when the agency started dealing with the Capital Campaign. As one respondent pointed out, the Capital Campaign may open up new avenues for The Salvation Army. It is important to be looking at what the organization should be like in a long-term basis as a result of the Capital Campaign.

Program Implementation. The respondents were asked the question: "If given a choice, would you implement your programs and activities similar to what your organization: 1) had done in the past; 2) the way your organization is doing in the present; or 3) might do in the future? Generally, the responses were a combination of the three. Responses differed only in terms of emphasis. A respondent remarked that there needs to be a greater emphasis on planning. The respondent specified that there should be more involvement of community resources, particularly, the Advisory Board. The respondent observed that the Advisory Board is more involved in a "community relations" type of activity than as a "working body". It was added by the respondent that The Salvation Army needed the input of the Advisory Board.

Other respondents believed that there is a hard core of the program that ought to stay the same. There is an opportunity to change for the future but there are some programs that have been historically successful and the organization has to be very careful about that. A respondent emphasized that The Salvation Army should not change for the sake of change--that there should be reasons for the change.

Time Management. Regarding the issue of time management, Hall (1977) has laid out three types of perspectives--the monochronic (doing one thing at a time), the polychronic (many things done simultaneously), and the circular (deals with phases and cycles). A look at these aspects will help determine how organizations perceive time as a scarce resource, and whether the efficient use of time is more or less important. Some organizations put less emphasis on the efficient use of time and more time on the quality of the accomplishments, regardless of the time spent.

Performance of Tasks. During Advisory Board and Staff meetings, it was observed that most of the organization's activities are divided into appointments and function areas--that they do several things simultaneously. Each one has its own responsibility to deal with, and a number of the agency's activities are going on concurrently. Some staff members have to attend their weekly or monthly meetings. Others are involved in different functions, such as: case work, the latch-key program, feeding program, etc. (Notes: Observation of Advisory Board and Staff Meetings, June 7, 1988 to April 17, 1989).

A respondent pointed out that The Salvation Army is also divided into two compartments--as a social service entity and as a church. This contributes also on the way time is managed within the organization. The researcher observed that church activities are implemented independently from the social service aspects of the agency. During staff meetings, updates are given in these two areas by persons in-charge. In the social service component, the social workers and the feeding program staff share their concerns and needs. In the church-related activities, Salvation Army officers and cadets report on the progress of their daily and weekly projects (Notes; Observation of Weekly Staff Meetings, June 7, 1988 to April 17, 1989).

It has also been observed that, if the organization accomplishes one task first before proceeding to the next, many difficulties will be encountered. A respondent stressed that there are different projects going on at the same time--each person is doing his/her "own thing" in the organization. One respondent stated that not a lot will be accomplished if things are not done simultaneously.

Time as an Important Resource. Time is perceived by members of the organization as a very important resource that cannot be wasted. It was observed that with a small staff and a lot of activities time needs to be used wisely. This observation was supported by responses. One respondent indicated that The Salvation Army has to look at time as an important resource because of the relatively small staff that it has. The staff is lean and, given the number of activities in which the agency is engaged, they have to use time wisely. Another respondent focused on the fact that the organization has deadlines to meet (e.g., application for funding). There are also a number of programs and activities that the organization has to accomplish. A respondent shared the same view in the sense that there is so much going during the day that they cannot afford to waste a lot of time. However, it is interesting to note what another respondent remarked. This respondent commented that members of the organization can use a sense of urgency but the respondent is not sure if their clients need that.

Quality Vs Quantity: Which is More Important? Despite the fact that The Salvation Army looks at time as a very important resource, it is significant to find that organizational members put more importance on the quality of the task accomplished than the amount of time spent. A respondent shared that one "can spend a lot on something and you just spin your wheels". A respondent commented that, if the organization gets too involved with the clock, it will lose sight of people, and The Salvation Army will lose sight of what it is--a people organization. Another respondent shared the same view--that the organization should concentrate on people (i.e., what The Salvation Army is really concerned about is spending enough time with the client right in front of them). Finally, one respondent perceived the members of the organization as more qualitative than quantitative thinkers-- that the nature of their business is more qualitative in nature.

Relationship Vs Efficiency: Which is More Important? Findings show that The Salvation Army, as a whole, values relationship more than efficiency. As reflected in their mission statement (Notes: Agency Documents, July 22, 1988), their main motivation is love of God and a concern for the needs of His people. It is expected from each Salvationist to be involved in personal counseling and to undertake a spiritual, moral regeneration of physical rehabilitation of persons in need. A respondent said that the quality of relationships is very important because The Salvation Army is a human organization--people are valued. On the other hand, some respondents perceived that there has to be balance within. Another respondent observed that there is a fairly good balance in the organization. This respondent does not think that The Salvation Army is an affective organization in the purest sense. Because The Salvation Army is basically a religious organization, they are affective. Because of the multiplicity of tasks the organization possesses, it has to have a sense of structure (i.e. they are organized with a quasi-military structure). One respondent argued that, in The Salvation Army, relationships are valued more than efficiency, but there are some exceptions because deadlines have to be met. The respondent has the philosophy that people are more important than anything else and, if the members of the organization value both people and efficiency, they become more effective.

It was also observed that The Salvation Army works in phases and cycles. For example, the Capital Campaign efforts are organized according to Phases I and II (Notes: Observation, Advisory Board Meeting, July 19, 1988). Certain other activities are also done in phases and cycles. For example, activities are designed based on the seasons--winter, spring, summer, and fall activities are reflected in their program. During winter, blankets are given away to the needy (Notes: Observation, Staff Meeting, Nov.

23, 1988). In summer, fans are provided to the poor (Notes: Observation, Staff Meeting, July 25, 1988).

Spatial Dimensions. Spatial considerations have their place in action research as related to organizational activities. Van Maanen (1977) emphasizes that the space dimension has both physical and social meanings. Schein (1985) adds that, for social action to occur, there should be shared assumptions about the placement of physical objects in an environment and the individuals' spatial orientation in relation to others in a group or organization. Reitz (1981) concurs with this assessment by sharing that physical, architectural, and psychological distances can increase or decrease the opportunity to interact in an organization. Hall (1966) utilized two concepts to explain this--the sociofugal (inhibits interaction) and the sociopetal (encourages interaction) factors. The way objects are spatially arranged in an environmental setting affects interaction among staff and even between staff and their clients.

The use of space in an organizational setting is very important because it reflects many factors. It manifests certain cultural attributes that the organizations possesses. The way that offices are arranged may reflect values and preferences. The spatial orientation of an organization can also contribute to its effectiveness and efficiency. It can also enhance or inhibit interaction within the organization. The findings in this study focus on significant issues dealing with the use of space.

Open Office Landscape Vs Closed Office Landscape. Respondents were asked whether they would rather have an office with open landscape with partitions low enough to allow everyone to see over the top of them, or a closed landscape with doors that are always kept shut. Mixed responses were noted regarding this question. There were two sides of the responses. The nature of The Salvation Army as a human service agency calls for openness--people being welcomed in the organization. A respondent shared that The Salvation Army is a human organization and, therefore, should be more open and available to people--that if the organization closes up, people are not going to respond. Another respondent liked the open landscape because it brings people into the organization. Several respondents preferred an open landscape because it is more enjoyable to see people around. Other respondents were willing to give up their privacy as long as they did not feel so enclosed. There was also some discussion among the staff, that for the proposed changes in the office building, it is important to consider having two doors for each office in order to facilitate communication among them (Notes: Observation, Staff Weekly Meeting, July 25, 1988).

There were other respondents though who felt that both arrangements work in appropriate situations. One respondent emphasized that it depends on what part of the organization one is dealing with. It was added that there is a part that requires a closed landscape because it requires confidentiality. There are also other parts which do not require confidentiality and, therefore, should have an open landscape. There are other times when an open office landscape is important because it enhances communication among staff members. Some respondents shared the same point in the sense that an open landscape does away with confidentiality yet neither agreed with a firm closed-door policy (i.e., they prefer a door that can be closed but can be open when it needs to be).

Other respondents, however, believed that privacy should be accorded to clients in case work. One respondent stressed that clients are asked very personal things and it is dehumanizing to ask them to share private life when others can hear. Several respondents agreed that the nature of their job requires them to have closed doors. They share the same response that clients should have total confidentiality and a secure feeling. During an Advisory Board meeting, some deliberation was made regarding the fact that rooms should be designed in consideration of the needs for confidentiality of the clients. Every step should be made in spatial planning so that no one can hear about internal conversations. It was also discussed that those with access to clients and those with no concerns about confidentiality can have different office spaces. However, this poses a dilemma between the costs and needs of the people (Notes: Observation, Advisory Board Meeting, Aug. 11, 1988).

The researcher observed differences in two offices of the Lansing Salvation Army. In the main office, where the Family Services Department is housed, boundaries are established. The clients wait in a separate room adjacent to the main office. The room has chairs arranged against the walls. Small side tables are also part of the furniture arrangements. On top of this tables are magazines for the clients to read. There is also a shelf containing literature about The Salvation Army. The researcher observed that clients, who come from different racial backgrounds, do not talk to each other especially if they have some friends with them. Clients sit in this room until they are called by the case worker (Notes: Observation, Physical Setting, Sept. 29, 1988, 10:47 am; Oct. 10, 1988, 11:05 am).

The main office has a door with a window where you can sign in. Unless one is called, the researcher observes that clients do not go near the reception desk; they stand near the door (Notes: Observation, Physical Setting, Oct. 16, 1988, 10:18 am). There are rooms for each case worker. If a case worker is interviewing a client, a wooden sliding door is closed (Notes: Observation, Physical Setting, Jan. 22, 1989, 1:27 pm). When respondents were asked why clients wait in a separate room, the confidentiality reason was given as a common response.

In the small office adjacent to the main building, interaction among the staff members is very open and active. The City Coordinator, the Administrative Assistant, the Bookkeeper, and the Receptionist are housed in this former residential building. Despite the fact that the staff members have their own rooms, the researcher observed that interaction is very open. People come and go as they wish. Less inhibition is observed in here because office doors are open most of the time (Notes: Observation, Physical Setting, February 12, 1989, 9:48 am; March 17, 1989, 11:09 am).

However, because of separate buildings, interaction among the staff (Administrative and Family Services) between the two buildings are affected. For the past several years, the Administrative offices of the Citadel Corps have been located in this small house and is separated from the Family Services Department. This separation of the staff obviously affects interaction among them and it takes the Salvation Army staff leadership out of the facility where programs are conducted and direct services are rendered (Notes: Assessment of Socio-Economic Needs, Citadel Corp., p.2, Nov. 21, 1988).

During lunch hours, the researcher observed that staff members eat in a separate room (the library) away from the clients. (Notes: Observation of Behavior and Social Interaction Patterns, Mondays and Fridays, June 1988 to Nov. 1988). When the respondents were asked why they eat separately from the clients, most responses dealt with the fact that it is an opportunity for a "break away" from the clientele. A respondent said that the staff needs a little rejuvenation--a time to meditate about other things and to get a new perspective. Some respondents remarked that, because the staff work with clients all day long, there is a need to break away from responsibilities. One respondent attributed this to a need to "pull back and recharge"--that it is helpful to vary. Another respondent agreed in this sense that the staff needs a reprieve. The staff hear so many problems all day long that they need to unwind, recollect their thoughts, and have a clear mind for the rest of the afternoon.

The researcher noted that some staff members, who were not involved in case work, gave a different response. Some of them look at it as a time for fellowship with other staff members. Several respondents shared the same point that lunch hour is the only time when they can fellowship with other staff members--a way for them to come together and talk. This is supported by the researcher's observations. During lunch hours, the staff shares their personal lives with others. They talked about issues ranging from marriage and parenthood, dealing with people that they know outside of the agency (Notes: Observation of Behavior and Social Interaction Patterns, Mondays and Fridays, June 1988 to Nov. 1988). There are also others who personally feel comfortable eating with the clients but, because of the lack of space in the dining hall, they decided to eat with the rest of the staff.

Spatial Considerations for the Capital Campaign. The Capital Campaign may bring changes to the physical setting in the organization (Appendices D, E, F). Some of the proposed changes are as follows:

- Construction of a new multi-purpose room - This facility will provide the necessary space for youth education and recreation programs, meals program, counseling rooms, latchkey and childcare (ages 5-12 and 1-5 respectively) programs, and spiritual programs.

- Renovation of existing lower level - Office and counseling rooms will be upgraded. The kitchen facilities for the meals program will be expanded and improved. Access for the handicapped will be created.

- Remodel existing sanctuary - Improvements to the sanctuary will be made for expanded clientele and support the spiritual growth of North side residents.

Responses regarding these proposed changes varied. A respondent said that, with the change in the organizational setting, the agency can be managed more efficiently and the people can be reached more effectively--with a new multi-purpose room, classrooms and activity rooms, more parking, handicapped accessibility. Another respondent added that it will be more efficient because offices will be in one building. One respondent shared that offices in the same building is a positive thing. This respondent thought that it was very important to be closer to what is going on. This respondent perceived the importance of access--access to other people, and other people having access to this respondent. Many respondents looked at the importance of having more space. One respondent shared that, with the upcoming capital campaign, spaces will be provided to allow for confidentiality and spaces can also be allotted for a more open interchange. Another respondent, on the other hand, thought that more space is needed to talk with people in a more comfortable setting.

<u>Seating Arrangements During Staff and Advisory Board Meetings</u>. The respondents agreed that they are comfortable with the way members are seated in relation to one another. Most of them said that they were comfortable because they can sit wherever they want to sit. One respondent shared that it is "not like a regiment where they go and sit in a certain spot". Many respondents emphasized that they are comfortable around the staff and it does not make any difference who sits in relation to whom. Some respondents did not feel intimidated by the City Coordinator. They said that he does not make them feel that he is above them. In fact, they added that they sometimes sit beside him. Before a staff meeting, a student intern enters the room, approaches a staff member and asks: "Can I sit anywhere?"...The response of the staff is: "Sure, we don't have any formal seating arrangement here." (Notes: Observation, Behavior and Social Interaction Patterns, Nov. 23, 1988)

In every staff meeting, the researcher drew the seating arrangements to observe if there was a pattern (see Appendix G). He analyzed the seating arrangements and found no significant pattern about the way staff members were seated in relation to one another. Staff members sat wherever they wanted and, depending on the availability of a vacant seat, without regard to whom was sitting beside them.

On the other hand, there is a minor difference when he drew the seating arrangements during Advisory Board meetings. The Chairman of the Board, the City Coordinator, and the Secretary of the Board regularly sat next to each other in a head table. A respondent shared that this is so because the Advisory Board is bigger, more formal, and less family structured.

Another respondent made an important point regarding the seating arrangements during Advisory Board meetings. The respondent felt less comfortable because people had their backs to one another. To quote: "It is set up like a "U" table and people who are in the middle have their backs to one another. They cannot see one another...we are set up 'to eat' than 'to meet'...".

Policy Regarding Seating Arrangements. Policies brought down from the higher organizational levels may also have an effect on the physical arrangement of the organization. The Territorial Commander approved a recommendation by the Central Finance Council regarding fixed seating in meeting rooms and Chapels (Policy Issue, January 23, 1974, revised June 14, 1978). It states:

> The following is a revision of the above policy which was issued on Jan. 23, 1974, having to do with fixed seating in meeting rooms and chapels.
>
> This revision has been recommended by the Central Finance Council and approved by the Territorial Commander for implementation within the Central Territory.
>
> Generally speaking, the seating in Salvation Army meeting rooms and chapels shall be of a moveable design in all new buildings and in those facilities which undergo extensive renovation, in order to allow for the greatest amount of flexibility in the use of space for multiple purpose programs.

It is recognized however, that in some of the units where programs are in existence which can utilize fixed setting on an economical basis, that fixed seating may be approved. Approval may be given in those instances, where it can be shown that the facility will be used on a regular basis throughout the week, and that other provision is made for various programs which cannot be conducted in a room where fixed seating is installed.

Care should be taken in designing The Salvation Army facilities so as not overbuild to the point of having a room or chapel containing fixed seating which is only used 2 or 3 times a week. This would be an uneconomical use of funds and space, which is not desirable from a community relations aspect. (Notes: Agency Documents, Aug. 21, 1988).

CHAPTER VI

CULTURAL FRAMEWORK II: ORGANIZATIONAL CULTURE IN RELATION TO THE EXTERNAL ENVIRONMENT

Organizational culture cannot be fully understood if studied apart from its external environment. Hunsaker and Cook (1986) believe that it is important to understand early in any such research process that few organizations exist solely for the satisfaction of the insiders who comprise their membership. Most of organizations function in relation to outside society. In this regard, this study focuses on three important components.

From an action research perspective, several questions can be asked regarding the external environment: 1) What is the compatibility between the mission, tasks, and functions of the organization and the goals of action research? 2) How do the strategic means used by the organization relate to the principles of action research? 3) How can the perceived role of the organization, in relation to the external environment, relate to its role in future action research efforts?

Summary of the Findings

Table 6.1 lays out the relationship between the action research framework and organizational culture. Differences are observed between the mission, strategic means, and role of the organization when the link between the two frameworks is assessed.

With regard to the mission aspect, minimum compatibility is perceived between action research and the organizational culture. The latter is mostly concerned with service delivery and spiritual aspects. It does not give priority to knowledge production and problem-solving goals. In action research, problems are diagnosed based on a careful evaluation process. In the organization, problem-solving is based on what went wrong on a daily routine.

In terms of strategic means, a significant finding that suggests compatibility between the two frameworks is the fact that the organizational culture advocates collaboration in order to adapt, integrate, and stabilize with the external environment. However, the lack of a planning scheme within the organization, and its tendency to be more reactive than proactive, makes it less compatible with the action research.

Regarding its role in the external environment, the findings show that the organization is a collaborator in its efforts with other systems. It perceives its role as important, but it does not overlook the fact that it needs a reciprocal relationship with other organizations to fulfill its mission.

Table 6.1 Cultural Framework II: The Relationship Between Action Research and Organizational Culture

Variables	Action Research Framework	Organizational Culture	Assessment of the Link
Mission	There are two main goals of action research. The first is for the purpose of knowledge production. The second purpose is to solve the practical problems facing the situation.	The primary goal of the organization deals with religious/spiritual aspects. This is achieved through its social services delivery function.	Because the organization is mainly involved with spiritual and social services, it is less involved with knowledge production and practical problem-solving. Therefore, this aspect is less compatible with action research. There is some compatibility perceived between the two frameworks when dealing with the problem-solving function of action research than its knowledge--production goal. However, maximum compatibility is not achieved because problem-solving in the organization is not always based on a planned change effort.
Strategic Means			
Adaptation	The framework advocates for the client system to learn how to adapt to the planned change effort. A lack of this characteristic may result to problems in dealing with clientele needs and concerns.	The existing network with other agencies helps the organization adjust to the demands of the outside environment. However, the agency needs to be involved more with planning efforts. Planning is not a primary goal. They react more than plan ahead.	The networking that the agency has established with other organizations to adapt to the demands of the external evironment make it more compatible with the characteristics of action research. However, because of limitations, it tends to react to immediate needs.
Integration	This is another essential means to facilitate the planned change process. Inability to integrate will affect the existing interlink between research and action. In action research, the involved parties should be willing to merge with each other for effective collaboration.	The organization strongly supports the participation on partnerships with other agencies. The organization is commited to a successful interplay.	This characteristic of the organization (i.e. merging with others) makes it more or less compatible with action research.
Stabilization	This is a major feature for action research because it advocates planned change. A failure to deal with changes introduced from the external environment will result to destabilization of the effort. In action research, the participating systems	The organization is receptive to change, and believes that change lies in the human potential and above all, through the help of God.	Both action research and organizational culture value change. However, approach -es to planned change are different. Theorgani-zational culture advocates change with the help of God and man. This is not a basic tenet of action research.

Table 6.1 continued

Variables	Action Research Framework	Organizational Culture	Assessment of the Link
	should be willing to accept changes and deal with it to achieve viability.		Planned change is not a focus of The Salvation Army. It is more adaptive and reactive.
Role			
Superior-Pivotal	Through the action research framework, technical assistance is provided by outside experts. However, the experts do not see themselves as superior in the effort. They rely also on the input of the client system. The client system is vital.	The organization is regarded as an important component in the external environment. However, they also seek the cooperation of other existing networks.	Both the action research and organizational culture frameworks regard the importance of skills and expertise. Also, both realize the value of other parties in the effort.
Collaborative-Egalitarian	This is very well suited to the action research framework. It encourages the collaborative arrangement, i.e., that the participation of both the provider and the receiver is important.	The organization works in cooperation with other organizations to fulfill its mission.	Emphasis is given to a collaborative arrangement and this makes the organizational culture action research highly compatible.
Inferior-Dependent	This role is discouraged in the action research process. In fact, a dependency relationship is perceived as a danger sign relative to the success of the planned change endeavor.	The organization does not view itself as solely dependent on other systems of the external environment. However, it indicated that it sometimes needs the assistance of other organizations.	Because organizational culture and action research discourage a dependency relationship, and they advocate interdependence between parties, compatibility is perceived.

Elaboration of the Main Findings

Mission of the Organization

This deals with the organization's fundamental purpose. The mission of The Salvation Army encompasses two facets--as a spiritual ministry and as a social service agency.

Mission of The Salvation Army: Spiritual and Social Service Ministry. The mission statement of The Salvation Army is: "...the motivation of the organization is love of God and a practical concern for the needs of humanity. This is expressed by a spiritual ministry, the purposes of which are to preach the Gospel, disseminate Christian truths, supply basic necessities, provide personal counseling, and undertake the spiritual and moral regeneration and physical rehabilitation of all persons in need who come within its sphere of influence, regardless of race, color, creed, sex or age." (Notes: Agency Documents, July 22, 1988). This means that faith in God can be expressed through practical acts of loving people in need.

The responses given are mostly in line with these two components. Other respondents mentioned that the mission of The Salvation Army is more of a service-oriented one. A respondent emphasized that The Salvation Army's mission is to provide support services to people who are in need (e.g., economical). The same point is shared by many respondents--that the goal of The Salvation Army is to provide human services and basic necessities to individuals who need it.

On the other hand, some responses focused on the spiritual component of the agency. Several respondents remarked that the main goal of the agency is the redemption of people or soul-winning which can be achieved through their relationship with Christ.

Finally, the rest of the respondents agreed that it is a combination of spiritual and physical needs-provision. A respondent shared that whatever The Salvation Army does is in the love of Christ. It promotes human love by helping the needs of a lot of people--whether they be "up and outers" who are the rich people, or the "down and outers", who are the poor individuals. One respondent stressed that the agency's goal is to alleviate suffering (i.e., physical, emotional, and spiritual) and help people become independent but more dependent upon God. This statement has been supported by

William Booth. To quote: "If a man is hungry, feed him; cold and tired, clothe and shelter him. Give him whatever he needs, a bed, a job, a warm coat. But most of all, give him understanding and belief in himself. Help him help himself." (Notes: Brochure, Inside Cover, Capital Campaign 1989).

Furthermore, many respondents shared that it is both a church and social work. The church deals with salvation and through social work, the people are helped with their physical and mental needs.

How can the Goal(s) of the Agency be Accomplished? The accomplishment of the goal of The Salvation Army is guided by its two standing priorities. The first priority is to obey the injunction to "love the Lord thy God will all thy heart and with all thy soul, with all thy mind, and with all thy strength." Its second priority is to demonstrate this love in service to others. It is said that a Salvationist believes that God has called him/her to do such a task--doing it with honest intent and ethical performances unto God. The agency also consider the role of the trust of the community, and the confidence of donors and supporters as important to goal accomplishment. (Notes: Agency Documents, Aug. 1, 1988).

According to the respondents, the mission of The Salvation Army can be accomplished through:

- church services and programs;
- case work;
- community kitchen;
- counseling;
- personal contacts; and
- involvement with other agencies.

Barriers in the Accomplishment of the Goal(s) of the Agency. Several respondents dealt with spiritual barriers, but in different contexts. A respondent remarked that not everyone is willing to hear about Christ. In order to cross this barrier, there is a need to do it softly and not "come on too strong". On the other hand, another respondent related the barriers to society's lack of emphasis on the need for relationship with God--there are societal problems that are always a hindrance to their goal. Finally, one respondent stressed, that because people see The Salvation Army as a church, people are afraid to get near them.

A respondent shared that the real obstacles pertain to drawing the line between encouraging someone to take advantage of social service and spiritual programs and forcing these programs on them. According to this respondent, trying to balance the two issues is tricky and easy to neglect.

Lastly, a respondent focused on money as the primary obstacle to accomplishing the goals of the agency--particularly, the social services aspect of it. This respondent added that, given the scope of the problems that the agency is currently facing, it requires vast sums of money. Therefore, primary emphasis should be on financial planning.

Incorporation of the Religious Mission. The Salvation Army began out as a church. However, with its social services component, it is observed that the religious mission only becomes secondary. This creates anxiety to many Salvationists. Most of them stressed that social services emanated from their spiritual mission. However, it is difficult to draw the line between being a social service agency and a spiritual ministry.

Respondents were asked if it mattered greatly if the religious mission of the organization were incorporated into its broader mission. They were unanimous in their responses that the religious mission of the organization is the primary goal of The Salvation Army. A respondent shared: "that is what the agency is all about"--it is their beginning. Another respondent emphasized that the spiritual component is inherent in their mission. However, the respondent perceived that it is necessarily advantageous to emphasize the religious nature of the organization from its social service perspective (i.e., the two components are not necessarily in conflict but do not necessarily support one another). Nevertheless, one respondent added that the motivation of the people who work in The Salvation Army is clearly a religious one.

Several agreed that both spiritual and social service ministries cannot be separated. A respondent stressed that it is because of their religious mission that The Salvation Army has the commitment to their clientele. Another respondent agreed by remarking that the major reason why The Salvation Army reaches out is because of its religious belief.

However, with the religious mission incorporated, some problems are experienced. As has been mentioned earlier, more attention is given to its social service programs than to its spiritual programs. A respondent remarked that the community image of The Salvation Army is a human service agency and not a religious one. It was added that many people were surprised that The Salvation Army is a church. During a staff meeting, there was some discussion that The Salvation Army's social services aspect has a good reputation nationally and internationally. However, as a church, it was discussed that The Salvation Army is not strong because of this "social service" emphasis. Therefore, focus should be back on "church growth". (Notes: Observation, Staff Meeting, Jan. 23, 1989)

In a Salvation Army workshop, one of the workshop topics dealt with using social services as a ministry. The rationale for this revolves around the fact that social services have become an ever growing program that demands more and more which detracts from time spent on spiritual programs. Therefore, they want to push for social services as a ministry--opening up possibilities of ministry rather than being a deterrent to a spiritual ministry. A respondent shared that this "social vs spiritual" issue inhibits The Salvation Army in some ways because there are many who do not see the value of the spiritual and put a great deal on the social service aspect.

Another major problem, though, deals with the role of The Salvation Army as a spiritual ministry vis-a-vis other government and non-government agencies. There are certainly some obstacles to hurdle. Some respondents shared that there are some problems when it comes to government funding. To quote a respondent:

> ...government cannot support church activities. If you are funded by the federal government, you cannot have Bible study. If we are totally funded in the feeding program, we cannot pray for lunch". On the other hand, another respondent shared: "...There are some agencies that are uncomfortable with us because of the religious aspect. Sometimes, in funding, there are some restrictions there and we really have to be careful about that. Even, for instance, when we have summer youth employees and workers, they cannot even be used to sweep the floor in the chapel. If it were an x-rated movie, they could sweep the floor".

It is also reflected in The Salvation Army documents that most government funds may not be used to support religious purposes. It was said that, under constitutional constraints, United States government funds may not be used to support religious causes or purposes. On the other hand, under the spiritual motivations of its founding and under the stated purpose of its charter, The Salvation Army may not accept funds for uses which expressly limits its religious functions or purposes. In view of this, the funds provided by the government may be used by The Salvation Army only to the extent that those principles (where they conflict) can be reconciled and only within the limitations of the reconciliation (Notes: Agency Documents, August 5, 1988).

The "Issue Statement" regarding the relationship of The Salvation Army with public and private agencies is very relevant to this. It states: "The Salvation Army fully understands the legitimate constitutional constraints on the use of public funds to advance religious instruction, workshop, or proselytization. The motives and goals of The Salvation Army are to provide a balanced ministry to the whole man. Therefore, The Salvation Army cannot enter into funding agreements which may prevent it from carrying out its commitment to provide a balanced ministry (Approved by the Commissioner, May 1970; Notes: Agency Documents, Aug. 21, 1988).

There were also some concerns raised during an Advisory Committee meeting that during fund raising efforts, such as the Capital Campaign, secular people might not be supportive of projects dealing with religious purposes. Because of the nature of The Salvation Army as "church," some people are not very supportive (Notes: Observation, Advisory Board Meeting, July 19, 1988).

Strategic Means

The study analyzed the strategic means used by the organization as it relates to the subsystems of the external environment. These means can be divided into three approaches: adaptation--the process of adjusting to the demands of the external environment, integration--the process of incorporating into the larger environment, and stabilization--the process of maintaining equilibrium despite environmental forces.

<u>Adaptation</u>. A respondent shared that other agencies extensively used The Salvation Army services and put a great deal of demand on the Army. This respondent believed that The Salvation Army probably has greater demands placed on it vis-a-vis any other agency in Lansing--that the community looks to it in time of need and expects it to respond. Another respondent supported this by giving examples:

> ...I think, practically, anybody in the Social Services Department is always making referrals back to The Salvation Army. There are other times when people just need checks so they are sent to The Salvation Army. I think of a number of people who are addicted to alcohol or substance abuse. They see the Army as a place to get some assistance outside the community mental health system".

In meeting the demands of the external environment, the respondents agreed that the existing network between the organizations and The Salvation Army is a strong component that should not be overlooked. One respondent mentioned that the Lansing area is very fortunate to have a networking of agencies--ones that help each other out when there is a need.

Some respondents shared the belief that there are on-going mutual demands that really call for networking. Both of them agreed that there is reciprocity going on. They mentioned that agencies, such as the Red Cross, Food Bank, Cristo Rey, etc., are involved in this "two-way street". However, in spite of this networking that help meet the demands of the external environment, this practical ministry of providing food, shelter, health services, counseling, and the whole gamut of aid is beset with certain difficulties. The respondents remarked that there are some areas that The Salvation Army should consider to meet the demands of the external environment.

One respondent believed that The Salvation Army should be involved in an extensive planning effort. There is a need to be very sensitive to changing demographics and in the changing needs as witnessed by the school district and other social service agencies. This respondent observed that the people on the staff are swamped by the need to give direct service; planning becomes a secondary task. Another respondent added that, when planning is done, it is not done very well because it is always a "poor step child" in their work program. According to this respondent, primary emphasis should be placed on capitalizing on the research that is being done by others. This is an area where, according to the respondent, the Advisory Board needs to be the leader and the strength. On the other hand, some respondents attributed the problems to the lack of manpower that can cope with the remarkable increase in the demands of the clientele. One respondent mentioned that there is a need to expand their staffing in order to handle the increased client demands.

One respondent shared that, unfortunately, The Salvation Army reacts sometimes more than plans ahead for these problems. This respondent said that the increase in client demands and increased expenditures often caught the agency off-guard. It was fortunate that they got some funding to take care of those demands.

Integration. Over a period of years, The Salvation Army has worked cooperatively with many groups--governmental, social service, civic, religious, business, humanitarian, educational, health, and character-building in the pursuit of its mission to preach the Christian gospel and meet human needs (Notes: Agency Documents, Sept. 12, 1988). The Salvation Army actively supports and participates in partnerships and relationships between agencies of government, human service organizations, churches, funding bodies, and other entities of the private, non-profit sector. It is the belief of The Salvation Army that the interplay between agencies is necessary for the successful delivery of human services (Notes: Agency Documents, Aug. 24, 1988).

The respondents shared the point that The Salvation Army is able to link to the larger environment through its networking with other agencies and its active participation in community activities and action programs. One respondent shared that The Salvation Army does considerable amount of networking which has changed radically over the years. It was shared by another respondent that, years ago, there was little communication between The Salvation Army, especially the family services department, and any other agency.

Some respondents agreed that the Administrative Assistant of The Salvation Army is the key to networking. She is involved with the Food Bank, Habitat for Humanity, among other agencies, and has kept The Salvation Army in touch with all other human service programs in the community.

This networking was observed by the researcher when the staff and advisory board discuss their activities and participation. In fact, during one staff meeting, the City Coordinator shared that the cooperation and networking between churches and agencies is amazing (Notes: Observation, Staff Weely Meeting, Aug. 8, 1988).

<u>Stabilization</u>. The Salvation Army puts great emphasis on the fact that people should be in control of changes in society. To quote the Mission Statement of The Salvation Army's Development Program: "The Salvation Army recognizes man as created in the image of God, and at the same time, as the agent of the processes of <u>change</u> in society. We believe that the philosophy expressed by our founder, William Booth, in 1980 (<u>In Darkest England</u> and <u>The Way Out</u>) remains valid:

> The first essential element that must be borne in mind as covering every scheme that may be put forward is that it must change the man, when it is his character and conduct which constitute the reasons for his failure in the battle of lie. The remedy to be effectual, must change the circumstances of the individual when the cause of his wretched condition

> lie beyond his control. Development, is something which God desires for the world. It is seen as essentially the unfolding of people's potential. We recognize how far short we are from the ideal, and strive to participate with God in the restoration of what should be." (Notes: Agency Documents, Aug. 15, 1988).

The above statement reflects the stand of The Salvation Army regarding the issue of change and development. Change lies in the human potential, but it also can be achieved through the help of God.

The respondents asked were all receptive to the changes that are forthcoming to the organization. A respondent stressed that The Salvation Army has to be flexible because, with the changing times, people's needs change. Therefore, in the view of this respondent, The Salvation Army should change with the needs of the people--that people's needs determine the program. One respondent has seen a tremendous need for these changes. Moreover, another respondent shared that changes can help make the organization very efficient. This respondent observed that The Salvation Army does not have enough change--that it does not move ahead very rapidly.

When the respondents were asked about the strategies that The Salvation Army uses in dealing with anticipated changes, several ways were identified. One respondent informed the researcher that several studies are being conducted at the territorial and national levels. This respondent added that the local Salvation Army also undertakes studies, surveys, and a capital campaign. In relation to the Capital Campaign, a respondent shared that this venture may open opportunities to cope with the demands of need for the immediate area. Respondents mentioned that an internal study of the Advisory Board was conducted to refine and focus on the needs that will be considered for the Capital Campaign.

Role

The role that the organization perceives in relation to the external environment was studied. The concept was based on Schein's (1985) conception. Roles were classified as: superior-pivotal (organization viewing itself as capable of dominating its environment), collaborative-egalitarian (organization assuming that it should harmonize and collaborate with other systems in the outside environment), and inferior-dependent (organization assuming that it is a subjugate to the external environment).

Superior-Pivotal. The respondents agreed that The Salvation Army is a very important component of the external environment. One respondent shared that historically, The Salvation Army, has had a track record of respectability. Its reputation is preceded by the different officers that come and go through the years. The reputation of the organization is the whole key to success.

Some respondents shared the same point that The Salvation Army is an important component because of the critical services that it provides to people in need. Another respondent stressed that, if The Salvation Army "pulled out" of the community, it would be pulling a program that is providing food, child care, hot meals, as well as character-formation programs. These are services particularly in the area that no single agency could fill the gap alone. Another respondent shared a similar view. This respondent remarked that The Salvation Army provides many services to the community that other agencies are not prepared to provide. It was added that the services are also given in a very humane way. Similarly, another respondent shared that The Salvation Army deals with people as they are--not as the agency would like them to be.

Finally, a respondent perceived The Salvation Army as an important component because of its flexibility and ability to meet needs. This respondent said that other programs seem to have a lot of lag time before they are able to meet needs.

A good amount of written evidence about the importance of the role of The Salvation Army in the community is reflected in the Pre-Campaign Audit for The Salvation Army of Lansing (Notes: Agency Documents, July 6, 1988, p. 4).

It states:

> The Salvation Army of Lansing is viewed as an agency which cares about the people of the greater Lansing community who are experiencing family breakdown, economic troubles and/or uncertain futures. The leadership of the community perceives the Army does, indeed, have a valuable role in the network of local social services.
>
> Because of the long standing work and service that the Lansing Salvation Army has contributed to the community, The Army has come to be identified with enviable community virtues. Among the numerous examples and descriptions most often cited by interviewees were: honesty, frugal operations, accountability, good record of accomplishments, sincere providers, non-discrimination in providing service, and response to need. The agency's role in the community is not a question.
>
> The Corps leadership is viewed as dedicated, responsible, and compassionate. Most interviewees indicated confidence in the Army's ability to respond to the needs of the "indigent" in the community.
>
> The current and historical composition of the Advisory Board is viewed as a good indication of the Army's ability to attract volunteers to its mission.
>
> Without exception, respondents commented on the high visibility of Army programming during the holiday season which should be viewed as a positive barometer of the army's ability to raise substantive capital support. "People want to give to the army, because they believe in what the Salvation Army stands for."
>
> There was some expression voiced that recent national attention concerning the plight of the homeless, the increased pressures on our youth and other risk segments of our society further justifies the need for Salvation Army. The Army is perceived to have a mission of helping those individuals who have somehow fallen through the cracks.

> The current relationship with other major social service affiliates is generally viewed as positive. Most often cited among those interviewees who have knowledge of the social service network in the community were United Way and the Food Bank. Those respondents sensed a good working relationship between those agencies and the Army. The Salvation Army's relations with local media are perceived to be adequate. Again, the reference cited most often was holiday activity and the attendant human interest stories at year end.

Inferior-Dependent. The respondents do not view the organization as solely dependent on other systems of the external environment. They agreed that they are not dependent but are interdependent with other organizations. Furthermore, a respondent indicated that The Salvation Army is not dependent upon other groups, but certainly needs the assistance of other agencies in the community.

Some respondents shared the same view that The Salvation Army needs financial help from other organizations to accomplish its mission. One respondent said: "...an adequate budget but like everyone else's budget, it grows every year, and with the United Way not making its goal then we don't get it as much as we do." On the other hand, another respondent remarked: " Well, we are always limited by the amount of money we have. Certainly, if we have more money, we could branch out and do more things."

A respondent replied that The Salvation Army is somewhat dependent on the Food Bank and United Way but, in many other ways, is fairly independent. This dependence on the United Way for funding is reflected in a discussion made during Advisory Board meetings (Notes: Minutes, Advisory Board Meeting, Jan. 9, 1986, and February 13, 1986). The agency also relies on funding agencies for programs, such as the latch-key program (a letter to Mr. J. Woodward Roe of Ransom Fidelity, March 21, 1988).

Aside from finances, lack of space and facilities is another problem that The Salvation Army is facing that makes it dependent upon other organizations. Many respondents have proven that there is a need for this. One respondent mentioned that The Salvation Army lacks the facility in areas of housing--that The Salvation Army has been a leader in some communities but not in the Lansing area. Some respondents remarked that The Salvation Army depends on other agencies for their programs for lack of space (e.g., Christmas Clearance Bureau, Toy Distribution, Latch-key Program). Because of this, the City of Lansing has offered the use of a building at Oak Park for community and youth programming, and for drug education. The City Coordinator, and Administrative Assistant met with the Mayor, two representatives from the City, and representatives from a Lansing bank. The building is approximately 30' x 50' with a washroom and two offices (Notes: Minutes, Advisory Board Meeting, July 9, 1987; Aug. 13, 1987).

The Pre-Campaign Audit, July 6, 1988, p. 7 addresses the issue of the dependency of The Salvation Army on other organizations. First, the study found that The Salvation Army is perceived as being low profile when it conducts its program. Study interviewees were not clear about the types of services offered, the number of individuals receiving the assistance, and how the agency was funded. There seemed to be limited knowledge about The Salvation Army's mission. Concerns were raised by community leaders regarding the youth programming that is to be initiated in the expanded Corps facility. They expressed anxiety about possible program duplication--and felt that the Army should concentrate on its traditional role of providing emergency services.

Regarding the dependence of The Salvation Army on external funding, certain areas should be looked at. A fund raising appeal must focus almost entirely on its social service programming and less on the spiritual component. Second, the interviewees of this pre-campaign study expressed concern about the lack of a strong philanthropic power base among members of the Advisory Board that is crucial to successful financial campaign. Third, many respondents of the study observed that the corporate and foundation executives, and the community leaders who are prospects for major donor support, have the least program and personal experiences with The Salvation Army.

Collaborative-Egalitarian. The respondents shared similar responses that it is important for the organization to harmonize or work in cooperation with other organizations to fulfill its tasks. A respondent emphasized that it would be harmful to their clients if The Salvation Army isolated themselves from other organizations because there are things that the Army cannot do for its clients. If The Salvation Army can network with other organizations that can also help them, then, that certainly would also be beneficial to the clients.

The respondents also indicated that The Salvation Army is involved in a reciprocal relationship with the other organizations in the external environment. It was highly recommended, that for the Capital Campaign to be successful, The Salvation Army should work collaboratively with a professional fundraising consultant (Notes: Minutes of the Advisory Board, June 6, 1985). The Salvation Army also collaborated with the Department of Resource Development, Michigan State University, in conducting an area needs assessment that served as basis for the Army's programming efforts (Notes: Minutes of the Advisory Board Meeting, February 13, 1986). In 1988, The

Salvation Army provided support and expressed its commitment to the United Way regarding its own capital campaign (Notes: Minutes of the Advisory Board Meeting, June 8, 1988).

Because of the strong call for all types of programming for children in the Oak Park study, The Salvation Army met with representatives of the Mayor's office, Parks and Recreation Department, and the Planning and Municipal Development Department in the fall of 1987 to discuss the potential for The Salvation Army using Oak Park and the closed Parks and Recreation building located there to provide recreational development, and social adjustment programming (Notes: Agency Documents, Aug. 11, 1988). Basically, The Salvation Army is a provider and receiver of assistance in the existing network of the external environment.

CHAPTER VII

CULTURAL FRAMEWORK III: ORGANIZATIONAL CULTURE IN RELATION TO THE INTERNAL ENVIRONMENT

Like the external environment, the internal environment is equally important in the study of the culture of an organization. The interrelationships between the components of the internal environment is a reflection of the organizational culture. This researcher will refer to the three culturally-relevant components of the internal environment as the three O's: Organizational, Orientational, and Operational.

We are now ready to pose questions about the relevance of the three Os to the action research framework: 1) How will leadership styles and organizational structures likely affect the implementation of the action research effort? 2) How will the orientation of the organization likely impact in establishing action research relationships? 3) How will the operations of the organization likely affect the implementation of action research activities?

Summary of the Findings

Table 7.1 presents certain compatibilities and incompatibilities between action research and organizational culture. Regarding the Organizational aspects, it was found that leadership and decision-making in the organization is a shared process. The leaders of the organization advocate for a shared leadership and decision-making process. However, due to the nature of the tasks of the staff and the structure of the organization, the process--even if is shared--is reactive. That is, staff members have to collaborate with each other because they have to overcome some organizational constraints (i.e., manpower, time and financial). In view of the shared leadership and decision-making process, there is a manifestation of some compatibility with the action research framework. However, this compatibility is somehow affected by the reactive behaviors of the organizational members. Similarly, the findings show that the culture of the organization strongly advocates team-building and an open line of communication. Again, this is an evidence of some compatibility with the action research approach. But, as have been mentioned, a team-building approach becomes a reaction to the constraints faced by the organization.

In terms of the Orientational aspects, some incompatibility is perceived when dealing with the symbolical and attitudinal elements of the organization. The action research framework may look at symbols within the receiving system but it is not an essential element to make the action research effort a success. However, symbols in the organizational culture play a pivotal role in the implementation of its programs and activities. These symbols sometimes represent the basic tenet of the organization. With regard to the attitudinal component, the nature of the organization requires certain qualities (e.g., Christian commitment, expertise in a certain area) among its members to perform its tasks. On the other hand, action research calls for a structural and cultural representation in the planned change endeavor. The emotional component reflects a high degree of compatibility with action research because the organizational culture promotes a high level of intimacy and acceptance among its members.

Finally, the Operational aspects of the organizational culture reflect that the nature, structure, and limitations of the organization may affect its compatibility with the action research framework. This is observed through its behavioral and functional elements. The behavioral component shows that the organization is more reactive than proactive. The functional element reveals that the limitations within the organization can affect the efficient and effective implementation of its tasks.

Table 7.1 Cultural Framework III: The Relationship Between Action Research and Organizational Culture

Variables	Action Research Framework	Organizational Culture	Assessment of the Link
Organizational			
Leadership	The leadership role in the action research is important but it is shared. This sharing process contributes to increased motivation among the parties involved and, as a consequence, the accomplishment of the goals of the planned change effort. This is true with the decision making process. Everyone in the effort has to be involved in making decisions.	The decision-making process in the organization is democratic. The leaders in the organization are perceived in a positive way. Nevertheless, the members still play a passive role even if they are encouraged to participate. This is due to the nature of the organization.	Because both action research and the organizational culture view leadership and decision-making as a shared process, this suggests a certain degree of compatibility. However, a less active role of organizational members may in some way affect this degree of compatibility.
Structure	Team-building is an important factor in the framework. The parties should work as a team toward the fulfillment of the planned change effort. Lines of communication should be open and must be well-established.	Team-building is utilized within the organization. Members also perceive an open line of communication. Hierarchy is not stressed at the local level. Again, the members are reactive in the team-building process.	Because both frameworks advocate team building and an open line of communication, a certain degree of compatibility is perceived. Nevertheless, this degree of compatibility may be affected by the less proactive role of the members.
Orientational			
Symbolical	Action research is also carried out through symbols. However, it tends to aim for objectivity and depends less on traditions, rituals, beliefs,	Symbolical aspects (i.e., uniforms, ranks) are given importance in the organization.	There are perceived differences between the two frameworks in dealing with symbolical aspects.

Table 7.1 continued

Variables	Action Research Framework	Organizational Culture	Assessment of the Link
	myths, and legends. The framework is built for the purpose of objectivity, effectiveness, and efficiency.		
Attitudinal	Because attitude here is defined in terms of an individual's inclusion and exclusion in the group, it can be said that action research is less concerned about who should be excluded or included but, rather, how to have structural and cultural representation in the group.	The organization is concerned with cultural and structural diversity. However, because of its mission, goals, and tasks, they still look for specific qualities when recruting for staff/Advisory Board.	Compatibility between the two frameworks is affected by certain factors. Organizational culture requires specific qualities, other than having a pure cultural and structural representation.
Emotional	Intimacy and acceptance can be crucial in the action research effort. It may affect how members of the group work toward the accomplishment of their goals.	The organization members are like a closely-knit family. They also feel accepted in the group. However, the Advisory Board members is not as close as the staff.	There is a certain degree of compatibility between the two frameworks. However, there are factors that can affect intimacy and acceptance (e.g. frequency of interaction, nature of the task).
Operational			
Behavioral	The action research framework is proactive. It has a dual purpose and it has multiple results. Research is not only generated and problems solved, but skills of the client system are also developed.	The organization is more reactive than proactive. It is not a common practice for the organization to conduct research for knowledge sake.	The nature and the limitations of the organization makes it more reactive than proactive. The organizational culture then becomes less compatible with action research in this regard.
Relational	Action research stresses a participative relationship between the parties involved. This means that ideas and skills for those involved should be shared.	The leaders of the organization are perceived to take care of those not in power. the leaders also consult members of the organization to contribute relevant information. However, the relationship among members are limited to emotional bonds. they are not so involved in innovative effort.	Both frameworks encourages participative relationship. However, action research encourages to achieve a planned change goal. In the organization, a participative relationship is encouraged for intimacy sake.
Functional	All the four concepts laid out by the researcher apply to the action research framework. It aims for cooperation; the provider and receiver are interdependent. It formulates ideas and	The staff members are coordinated and the interdependent. However, the Advisory Board members are more independent. Collaboration in both staff and Advisory Board	

Table 7.1 continued

Variables	Action Research Framework	Organizational Culture	Assessment of the Link
	solutions for the problems that are being faced. Diagnosis of problems is an important component. Finally, the effective and efficient implementation of solutions are facilitated.	members becomes part of a reactive process because of certain limitations. Involvement of staff in major problem solving is limited. Creative generation ideas occurs informally among the staff. Effectiveness and efficiency is affected by lack of space, finances with increased client demand.	

Elaboration of the Main Findings

Organizational

Under organizational, the researcher focused on two issues. Findings pertaining to leadership and structure aspects will be discussed. Organizational charts, personal interviews, observation, and agency documents revealed some interesting findings.

Leadership. The leadership aspect deals with decision-making processes, power, and influence within the organization. Schein (1985:316) emphasizes that the study of leadership is important because it is "intertwined with culture formation, evolution, transformation, and destruction". On the other hand, looking specifically at the decision-making processes and the issues regarding power and influence within the organization also adds importance to the study of the organizational culture. Reitz (1981) stresses that the decision-making process in an organization is not always thoroughly understood because the factors that influence it are complex. Who has the power, how it is used, and how much of it they want and actually have are also important questions to consider (Hunsaker and Cook 1986).

Who are the Perceived Leaders? The respondents provided some common perceptions regarding are the perceived leaders. Most respondents perceived the City Coordinator, the Administrative Assistant, and the wife of the City Coordinator as the leaders of the organization. Some perceived the Family Services Director, the Bookkeeper, and the Campaign Coordinator as leaders "in the making". Some names of the Advisory Board were also mentioned. An analysis of the local organizational chart show that the City Coordinator, the Administrative Assistant, and the wife of the City Coordinator as having leadership responsibilities. The City Coordinator is the head of the Citadel Corps and the Windsor Corps. This combines the social services and the spiritual activities of the agency. The Administrative Assistant is the immediate supervisor of the Family Services staff, the administrative staff, the kitchen, and custodial staff. On the other hand, the wife of the City Coordinator shares leadership responsibilities with the Administrative Assistant with regarding kitchen and custodial activities.

Decision-Making Processes in the Organization. In relation to decision-making, the City Coordinator and the Administrative Assistant are perceived by most respondents as the ones who make major decisions in the organization. However, the majority of respondents share the opinion that the decision-making process is very democratic. According to them, a team-building (joint consensus) strategy is employed as much as possible in any undertaking. A concrete example that supports this is when the input of the staff was solicited regarding changes that will be brought about by the Capital Campaign. A staff meeting was mainly devoted to asking for suggestions and recommendations of the staff members. Each staff got a copy of the architect's plan. The City Coordinator and the Administrative Assistant laid out the proposed changes--where offices will be located, what activities will be held in what particular place, etc. The staff shared their feelings, needs, and opinions about the proposal during that meeting (Notes: Observation, Staff Weekly Meeting, Feb. 20, 1989).

This process is also prevalent during Advisory Board meetings. If there is a major issue to be decided upon, the table is opened for discussion. Each Advisory Board member has the opportunity to air his/her views. When all issues are shared and exhausted, the members vote for their choice. Therefore, decision-making also becomes a democratic and joint effort in this regard. (Notes: Observation, Advisory Board Meetings, July 19, 1988 to April 13, 1989).

Responses gathered from the interviews reflected that the types of decisions within the organization range from minor to major issues. Most of them are administrative--staffing and budget. Some of the decisions revolve around the programs and activities that have to be implemented.

In terms of participation in decision-making, most respondents remarked that their participation is dependent on whether the decision to be made is major or minor; or what area it is about. According to the respondents, major decisions involve the City Coordinator, the Administrative Assistant, the wife of the City Coordinator, and some Advisory Board members. When it deals with family services, the social services director is involved. On the other hand, in terms of financial matters, the bookkeeper participation is heavily considered. Nevertheless, the respondents agreed that the staff and Advisory Board members are asked to participate in decisions that concern them. It is basically an open and free-flowing participation.

With regard to degree of participation, a majority of the respondents share the same point that the organizational members have moderate to maximum participation. As have been mentioned earlier, the leaders see to it that the participation of other members, whether it be in the Advisory Board or staff, is elicited.

Who are Perceived to have "Power" and "Influence"? In terms of who has power and influence in the organization, it is interesting to note that most of the names mentioned as the perceived "leaders" are also regarded as powerful and influential. The City Coordinator, the Administrative Assistant, and the wife of the City Coordinator are considered to be the "formers" and "shapers" in the organization. There are some members of the Advisory Board who are also considered by the respondents as having political clout.

The respondents agreed that these individuals mentioned are using their power and influence in a positive way:

> "He is not an overbearing administrator. He does it subtlety. If there is any correction, he does it softly but he does not deal with problems alone. It is a team work, a team system."

> "Her presence and her ability to discern needs and solutions to those needs. "

> "I don't think--is consciously using it--gonna get this drive done and we are gonna succeed. People need inspiration and nagging to get this done."

> "He is a real gentleman, very loving, very concern. He has a lot of concern."

> "Both for the good of the clients and also the good of the Army. As The Salvation Army, we need to expand and sometimes create new programs that the clients need and I see them as being able to get funds and the support of the community to do these things."

> "He talks to staff and get their opinion. He does not exclude people...he just does not come down and say: "This is the way it is going to be." He gets input."

> "In a very positive way. They do not use their power and their position to override people--to bully them. It is great. It is like they make you make the decision and it is almost even though it is their idea, they make you think it is your idea."

> "He does not do any bitching. The old saying: "Water running on a duck's back". He just does not let things bother him and if does not go his way, he will wait because sometimes it turns around and goes his way after all."

When the respondents were asked whether they have power and influence, the majority of them responded positively. They related their power and influence to their areas of expertise, coupled with the fact that they are given the opportunity to express their views and make decisions for themselves. For example, the kitchen cook and the custodian shared that they are given the chance to make decisions related to their tasks. Finally, the respondents perceived that the City Coordinator, Administrative Assistant, Advisory Board, and staff members all possessed power and influence in different ways and areas of expertise.

Structure. The structural aspect will focus on the organizational hierarchy, division of labor (team-building), and communication processes. According to Arnold and Feldman (1985:241), the structure of an organization pertains to the formal arrangement of activities within the organization. It focuses on three interrelated goals. The first goal deals with the definition of the lines and authority within an organization. An analysis of the hierarchy of the organization will be relevant to this goal. Second, the structure helps in channeling the flow of information and communication in an organization. A look at the processes of organizational communication will provide a vivid picture of this. The third goal is to achieve coordination of the activities of different individual staff. An examination of the division of labor and team-building activities of the organization is very essential in this regard.

Hierarchy within the Organization. The respondents do not consider the local level of The Salvation Army as having a complicated hierarchy. However, most of them share the same view that, beyond the local level, the hierarchy becomes more complicated. One respondent remarked that, as a quasi-military organization, it is sometimes easy to give orders to be followed but there are times when one feels that the "higher ups" are not approachable because of the different levels that one goes through to get there. Some respondents perceive that the hierarchy in the national and international levels may sometimes hinder progress and change. One respondent said: "Sometimes it makes it really very difficult, because sometimes things just seems like that should be able to be a simple yes or no, you have to go through so many channels that you get bogged down in it--layers and layers."

Some respondents mentioned that there are many boards and committees and processes that you go through to accomplish tasks. This slows down the whole process. As an illustration, before planning and feasibility studies are approved, they have to go through different levels of the organization:

> A planning study must be conducted prior to territorial approval for construction or purchase of a new building, relocation of an existing building, and major renovations of present facilities. Such studies will be required only for projects costing $200,000. A simple written rationale/justification for the contemplated project will be required.
>
> As contrasted with planning studies, feasibility studies will be conducted in connection with proposed capital campaigns and approval must be received from territorial headquarters for any such campaigns. They are to be conducted expressly to determine whether or not it is feasible to conduct a capital campaign in a given community. Feasibility studies will be channeled through divisional headquarters to the community relations and development department at territorial headquarters, while planning studies will be processed for TPPC consideration. (Notes: Agency Documents, Aug. 19, 1988).

<u>Division of Labor</u>. In relation to the division of labor, minor differences are observed between the staff members and Advisory Board members. Among the staff members, there are job descriptions so that, basically, tasks and responsibilities are within that

framework. However, despite these positions, one respondent shared that, although labor is divided, a team-process approach to management is still used. Another respondent stressed that they try to maintain the informal process so that, when one person is under a great deal of pressure, other members who are not pressured just "pitch in". One respondent added that this type of working arrangement is free-flowing--people just do it. Here are some responses to support this statement:

> "If I run short of help, I am free to go down the hall and say: "Hey, I need some help now..."

> "We know what has to be done. If somebody is off, somebody else step in. We help each other out."

> "We each have our own positions but, at the same time, we always deferred to whoever else we can...whenever one area is short or there is an extra need."

> "If we are all done with our work, and somebody else has something that still has to be done, nobody has to ask. We just pitch in and help."

> "Shared--if one is not able to complete the task then another staff comes in to fill in and complete the stuff."

Another way of dividing labor among the staff members is through one's expertise. A respondent shared: "I think they look at the individual person and size them up--what are their strengths and weaknesses and put them into positions that would benefit not only them but us."

With regard to the Advisory Board, a division of labor takes a different route. Members are appointed to committees and each one is assigned a responsibility. There are eight committees formed to deal with certain goals and activities. These are:

1. Finance: This committee deals with budget adjustments. They also participate in the formulation of funding requests to funding agencies. Another responsibility of this committee is to provide for the on-going review of budget vis-a-vis operational realities.

2. Public Relations: This group is involved in planning and executing Christmas campaigns. Announcements (i.e., press conferences) are also made by them. They also get board members and staff in newspapers, television, and radio. Speaker's bureau and civic dinners are publicized and set up by this committee.

3. Windsor: They deal with "people issues" at Windsor Corps and plan strategies to meet their needs. The committee also evaluates Windsor programs and makes recommendations.

4. Bequests and Endowments: They are involved in sponsoring estate planning seminars. The Salvation Army materials are also distributed by them to local estate planning council/attorneys. The members also send materials on The Salvation Army estate planning to their current donors. Envelopes are also provided for donations at funeral.

5. Long-Range Planning: This committee has three functions. They organize campaign activities. Needs analysis is also conducted by this group. They also oversee feasibility and campaign program.

6. Nominating: This committee fills upcoming annual vacancies. They also nominate officers and members to capital campaign.

7. Property: This committee reviews and advises staff on all matters pertaining to existing physical property holding and bequests. They assess The Salvation Army functions at the Citadel Corps and the recommendations regarding changes which need to be made in the physical facility. Needs of planning committee are taken by them and convert recommendations into plausible facility requirements/sites.

8. Christmas: This committee assists in finding and establishing sites for clearance bureau and toy shop. They assist in the "bell-ringing" activity and the doll show. They are also responsible for producing the calendar of events and coordinating "gift of warmth". (Notes: Agency Documents, June 15, 1988)

These committees coordinate with each other in implementing their activities. For example, the Needs Sub-committee of the Long-Range Planning Committee looked at the Oak Park and United Way studies. They perceived that The Salvation Army should go into new programming--latch key, child day care, special care for handicapped children (Notes: Minutes of Advisory Board Meeting, Sep. 10, 1987).

There is a concern over a decrease in the financial picture so a question arises as to how they can afford to raise enough money to be able to build additions of new buildings. The Long-Range Planning Committee asked the Property Committee to check the needs of the Citadel Corps regarding the building (Notes: Minutes of the Advisory Board Meeting, Oct. 8, 1988). In view of this, the Needs Sub-committee and Property Committee met jointly to work on a rough draft of a proposed building (Notes: Minutes of the Advisory Board Meeting, Jan. 14, 1988). After meeting jointly, the Property Committee reported the priorities for the Capital Campaign that will cover the changes for the proposed building (Notes: Minutes of the Advisory Board Meeting, Feb. 11, 1988).

Respondents were also asked whether the tasks in the organization are specialized. A majority of the respondents agreed that, in both staff and Advisory Board, the tasks are specialized.

<u>Team-Building and Collaboration as an Organizational Approach</u>. Team-building/collaboration is considered an important component in the local Salvation Army. In fact, it is one of the major topics in a Salvation Army Workshop held at the Kellogg Center (Oct. 6-7, 1988). The City Coordinator spoke about this. The description of the workshop is:

> <u>No Man is an Island</u>. You cannot do it alone. Programs and services are enhanced by a team effort which emphasizes the involvement of more than one individual, capitalizing on the gifts of each. The speaker presented a team-building model which addresses barriers to team work and approaches that promote team-building. (Workshop Paper, Oct. 6-7, 1988)

All of the respondents remarked that the organization is very much involved in collaboration and team work. A respondent said that skills of everyone are recognized and they rely on one another to get the job done. Another respondent shared that they back each other up and work as a team. It was added that the staff members are aware, not only of the working relationships, but the personal relationships as well.

All of the respondents expressed that they are comfortable in the collaborative arrangement within the organization. A respondent said that, through a collaborative arrangement, they are able to find out what are the needs of the staff so, when making decisions, they are apt to make decisions that the staff is comfortable with. One respondent shared that there is comfortability in the arrangement because of each other--they are extension of each other. A respondent attributed this to a family-type of working together. This takes care of each other and builds the character of everyone.

Finally, the team-building/collaborative arrangement can be enhanced by the <u>Mission Statement for The Salvation Army Development Program</u>:

> Since <u>people are the agents in the processes of change</u> in society, the <u>participation</u> of people is essential for development. Salvationists see the process of development as working in <u>partnership</u> with people to meet their basic human needs for food, shelter, work, education, a sense of self-work, and interdependence. The Salvation Army programs are based on the principles of self-help, beneficiary, participation, cooperation, and mutual respect. (Notes: Agency Documents, Aug. 15, 1988)

The City Coordinator gave feedback after the workshop that team-building is not as yet well received in other Salvation Army offices. He shared that, in the first session that he had, none of the workshop participants had experience with team building. On the other hand, the second group of workshop participants (mostly supervisors) had apprehensions about applying team-building as an organizational strategy. According to him, some of the supervisors voiced that: "It is not the job of the staff to make decisions in the organization," it is their job to focus on their specific responsibilities.

Another interesting comment that he shared with some participants is: "I don't get paid to do the job of others". (Notes: Observation, Staff Weekly Meeting, Oct. 10, 1989)

The City Coordinator, during one staff meeting, asked for the input of the staff regarding their perceptions of the team-building experience. He asked the following questions: Are there any positive changes brought about by the team-building experience? What suggestions can they give to enhance team relationship among the staff? He shared with the staff that, when one person is not cooperating in the team effort, the team does not work very well. (Notes: Observation, Staff Weekly Meeting, Aug. 22, 1988)

Communication Channels Used in the Organization. Informal communication channels are considered very effective in this organization. Most of the respondents particularly mentioned meetings as the most effective channel for sharing ideas, issues, and feelings not only about office matters but also with regard to personal lives of the staff. One respondent shared that staff meetings help them to know where each person is coming from. Another respondent stressed that staff meetings are effective because it is a time when people can express their ideas. During staff meetings, the staff building is frequently used. In one staff meeting, the City Coordinator and the Administrative Assistant shared with the group the direction of the staff meetings. They explained that staff meetings are held to clear the calendar, for staff interaction, family relations, and personal needs sharing. The City Coordinator asked whether the staff was uncomfortable with this arrangement and if their needs were being met. He also asked if they would prefer a relaxed or a specific agenda. The staff replied that the meeting is fine as it is. (Notes: Observation, Staff Weekly Meeting, Sept. 19, 1988)

Other respondents mentioned word-of-mouth as another way of communicating. They said that the staff members' interaction is very open. During lunch hours and other social informal gatherings, they can talk openly with each other and it is very effective. However, there are times when one-to-one communication becomes an essential element to maintain the smooth relationship among the staff. A respondent shared that there are some individuals who are reluctant to communicate in an open area to express themselves (especially matters that pertain to personal lives). Therefore, a one-to-one communication is very important in this regard.

With regard to the Advisory Board, some respondents thought that the committee structure facilitated interpersonal and group communication. Another respondent stressed that, in the Advisory Board, most of the activities were accomplished through committee work. This respondent cited that the Capital Campaign was basically a committee collaborative effort.

Some respondents mentioned the use of media as a good way of communicating. One respondent emphasized that the media reached a lot of people fast. It is effective publicity for The Salvation Army. During the summer season, the organization invited the mass media to cover their giving of fans to the needy (Notes: Observation, Staff Weekly Meeting, July 18, 1988). During the Annual Civic Dinner, local television networks were invited to cover the event (Notes: Observation, Annual Civic Dinner, April 17, 1989).

The telephone was perceived by many respondents as mainly used for outside communication. It is also interesting to note that the use of memoranda within the organization is not a regular practice except when communicating with other officers or higher levels of The Salvation Army.

All the respondents shared the same view that the communication lines within the organization is open. One respondent replied that one can go to anyone at anytime and talk to them regarding a specific issue. Another respondent said that there is freedom among the staff members--that everyone feels that they can go to one another and ask for help or talk to each other. A respondent said: "In other places, if you want to say something to your boss, you have so much red tape to get through to him. Here, either you call next door, knock on his door, if he is not busy, he will talk to you. He always have time. There is always time to talk to someone."

The researcher observed that this comment is valid. This can be supported by an observation:

> The receptionist and the bookkeeper were sorting mails that had just arrived this morning while exchanging some jokes with me. On the other hand, the City Coordinator and the Administrative Assistant were in their respective rooms. The door of the Administrative Assistant was wide open, while the door of the City Coordinator was shut. A staff from the other building comes and asked" "Is Captain around?". The receptionist replied: "In his room". The staff walked towards Capt.'s office, said "Hi" to the Administrative Assistant, and knocked on Captain's door. The City Coordinator said: "Come in" and she did." (Notes: Observation of Behavior and Social Interaction Patterns, Oct. 17, 1988, 10:25 am).

Another example is worth mentioning. During a staff meeting, the wife of the City Coordinator handed a calendar to her husband. From this calendar, the City Coordinator read: "Science may never come out without an open office communication during a coffee break". This is another manifestation of their openness to communication. (Notes: Observation, Staff Meeting, Sept. 19, 1988)

<u>Orientational</u>

The <u>orientational</u> part deals with three major aspects: a) <u>symbolical</u>; b) <u>attitudinal</u>; and c) <u>emotional</u>. Each of these aspects were analyzed based on personal interviews, observation, and examination of agency documents.

Symbolical. The symbolical aspect focuses on three issues--tradition (i.e., the use of uniforms, rituals and ceremonies, events, and artifacts), religion (i.e., beliefs and practices), and language. Studying this aspect is important because important organizational activities are carried through symbols. Specifically, managing organizations is a symbolic activity. The leaders influence other persons through wielding symbols that have meanings for them.

Wearing of Uniforms. The Directive on Uniform Wearing in USA Territories states:

> The Salvationist's personal appearance makes an impression, favorable or unfavorable, on every person one meets, even if no words are spoken. Remember, one is witnessing for Jesus Christ! It should be done attractively with dignity. The Salvation Army uniform not only identifies the wearer as a member of a worldwide evangelical movement, but it is also a silent witness to the fact that the wearer is a Christian. The wearing of uniform signifies availability. The Salvationist is always ready to render service, even though this may involve personal inconvenience. The manner in which the uniform is worn should be an evidence of that inner personal relationship with Christ which it is presumed to represent. Uniform means more than just an identifying garb. It means a common style, sameness of appearance, conformity to the regulation style and mode of wearing, and it includes shoes, hose, headcovering overcoat, as well as the uniform itself. Every Salvationist should exercise care to make certain that his or her uniform, and the manner in which it is worn, conforms to the standard pattern. Salvationists should make themselves "pass inspection" before appearing in public. Is the uniform clean, pressed, shoes shined, collar clean, cap or bonnet band clean, hat or cap properly placed? (Notes: Agency Documents, Sept 12, 1988).

In the Annual Civic Dinner, held April 17, 1989, the researcher observed: "It is already 5:45 pm, and people are starting to rush in the auditorium. The Salvation Army officers can easily be distinguished from the others. They wear uniforms that are dark blue in color, with hats in their heads, and insignias in their shoulders. Their shoes are well polished and you can see smiles on their faces..." (Notes: Observation: Physical Setting and People, April 17, 1989).

When the respondents were asked why some members of the organization wear uniforms, significant and interesting responses were elicited. Some respondents said that it is a visible witness of Christ that is within them. The uniform represents that they are soldiers of Christ. Others attribute the wearing of uniforms because of the quasi-military structure of The Salvation Army. Basically, this is to show that the Army "wages" war against sin.

The uniform also symbolizes their sense of identity. It sets them apart. People can recognize who they are and what they represent. A respondent shared that, because of The Salvation Army's long history of street ministry, they wore uniforms to establish who they were, their identity, and their credibility on the streets. The uniforms readily identifies them as servants of the poor.

Uniform-wearing is part of tradition. When uniforms were first planned, it was because every member of the church would be dressed equally. There will be no separation between the rich and the poor. Clothing styles would not be a hindrance to coming together of people. However, one respondent remarked that this has changed through the years. Uniforms have become so expensive that it has become a class distinction. Finally, others perceive that the wearing of uniforms symbolizes respect--like a priest with a collar or a marine in a uniform.

The majority of the respondents agreed that wearing uniforms is not necessarily essential in accomplishing the goals of the organization. Most of them stated that it is important because it sets them apart. They pointed out that goals can still be accomplished whether they are in or out of uniforms; and it is what is in the uniform that really matters.

Use of Military Designations. The Salvation Army has set regulations governing ranks and promotion of officers:

Regulations Governing Ranks and Promotion of Officers

> The ranks held by officers in all branches of the service in all parts of the world shall be:
>
> -Probationary Lieutenant
> -Lieutenant
> -Captain
> -Major
> -Brigadier
>
> Those who are appointed as staff officers hold one of the following ranks:
>
> -Lt. Colonel
> -Colonel
> -Lt. Commissioner
> -Commissioner
>
> When considering an officer's promotion the interests of the work will be naturally taken into account but above all;
>
> a) the character, personal qualities, loyalty and devotion of the officer
>
> b) the service and success in his present appointment and capacity for increased responsibility
>
> c) his availability for services anywhere. Favorable consideration cannot be given to the promotion of an officer who is incapacitated for service in account of ill health. (Notes: Salvation Army Handbook, August 18, 1988)

Several reasons were provided by the respondents on why they address others with military designations. Some respondents attribute it to history and tradition. One respondent shared that ranks are strictly a designation of time served. This means that a person has served a specified number of years; and ranks, therefore, do not designate hierarchy or authority. It was added by the respondent that it was originally introduced for the purpose of mobility and flexibility. Several respondents consider these designations as similar to titles like Dr., Bishop, Rabbi, Father, etc. This basically symbolizes respect.

Quasi-Military Orientation: Its Effect on Interaction in the Organization. The issue of whether the adaptation of a quasi-military orientation has an effect on the interaction in the organization was also addressed in this study. Different perspectives were taken by the respondents regarding this topic. In relation to its effect on the staff and Advisory Board members, the majority of the respondents do not perceive such structure as having an effect at the local level. They agreed that this is so because of the close relationships already established among the organizational members. This enhances open communication and interaction. Some respondents attributed this to the fact that they know the persons who wear the uniform and who has the rank. One respondent shared that respect is accorded to the members of the local Salvation Army whether they have uniforms or not--for who they are and what they can do. In relation to this, another respondent emphasized that staff members see the person more than the uniform.

Beyond the local level, the perceptions are different. They observed that the quasi-military structure has an effect in a general sense. One respondent remarked that at higher levels (Divisional and Territorial Headquarters) there is a sense of intimidation. There was another respondent who shared that the flow of authority or command is sometimes frustrating.

Another important issue that was looked at was whether this quasi-military structure has an effect on the client system. Mixed responses from interviewees were gathered. Most of the respondents agreed that it does not have an effect on the clients. For example, a respondent observed that clients do not even see the uniform as a quasi-military uniform. They see the officer as a Salvation Army minister--as a Roman collar is a sign of a Roman Catholic priest. One respondent shared that the clients go to The Salvation Army for the social work of it and not for anything else. Another interesting observation was made by another respondent--that many clients probably are unaware that the organization follows a quasi-military structure.

On the other hand, some respondents can relate that the quasi-military structure, particularly the ranking system, has something to do with the clients' behavior. As an illustration, one respondent observed that when a client is unhappy about something, they do not want to "see the Lieutenant... they want to see the Captain". Another respondent supported this in the sense that, when the client is disruptive, it will have a strong effect if the Captain comes in than when anyone comes in. Some respondents perceived that clients respect and listen to the Captain. This is manifested in one situation. There is one female client who comes in during meal times and is very nasty to everyone. The staff agreed that the Captain will have to talk to her and warn her that if she does not change her attitude, she cannot come and eat. (Notes: Observation, Lunch Hour, Aug. 15, 1988)

Artifacts Used in the Organization. The researcher was a witness during the Annual Civic Dinner that the use of artifacts is an essential element of the organization. He observed: "The ceremony had just begun, and from the door, two girls came in carrying The Salvation Army flag... Children of different races and ages, entered the room, carrying flags and wearing t-shirts with The Salvation Army's emblem." (Notes: Observation, Annual Civic Dinner, April 17, 1989).

When the respondents were asked regarding what artifacts are used in the organization, diverse responses were given. Kettles and bells are popular artifacts.

They are used to collect money. The bells get people's attention, while the kettle is the container where you put the money. There are other artifacts that are fundamental to The Salvation Army. The shield basically represents the social services aspect of the organization. It is used in all their stores, in the canteen, and in all aspects associated with social services programs and activities. (Appendix H)

The crest has religious symbolism and every dot in the crest has a symbolic meaning. The seven dots represent offerings given. (Appendix I) The flag is the standard of The Salvation Army. In every Salvation Army post in the world, there is a flag flying. This is to identify the organization's purpose. The colors of the flag have meaning to The Salvation Army--the blue border of the flag represents the purity and holiness of God, the red portion of the flag represents the shed blood of Jesus Christ, and the yellow part of the flag is the Holy Spirit. When asked about the significance of these artifacts, some respondents replied that it makes people aware of what The Salvation Army is all about. It encourages people to give to the poor. On the other hand, other respondents shared that the artifacts stimulate them for worship--that they represent that their main goal is to serve God and, in turn, this is manifested by serving people who are in need.

<u>Christmas Season: A Busy Time for The Salvation Army</u>. The Salvation Army takes on the heaviest load during the Christmas season. The researcher observed that too much preparation is done before Christmas comes. Several months before Christmas, The Salvation Army staff and Advisory Board members actively plan activities. (Notes: Observation, Staff and Advisory Board Meetings, June 1988 to April 1989)

When respondents were asked why they are so busy during the Christmas season as compared to the rest of the year, they attribute it to the fact that it is the best time to give and to ask people to give. Respondents observed that Christmas seems to be the time when people are willing to provide financial support--so The Salvation Army takes this opportunity for fund raising efforts.

Moreover, many respondents agreed that this has something to do with the commercialized nature of the Holiday Season. One respondent shared that it is the time of the year when people seem to be in greatest distress. Because of the commercialized nature of Christmas, people feel deprived. They feel that they have to move up to certain expectations. Therefore, there is more depression and attempts of suicide because people think more of what they need. According to several respondents, this pressing problem inspires and spurs The Salvation Army to increase their workload.

Prayers During Staff and Advisory Board Meetings. Prayer is a very important component of The Salvation Army because of its religious orientation. During the researcher's participation in staff weekly meetings, he observed that, after each meeting, a prayer is always said. On the other hand, during Advisory Board meetings, the only time they pray is when graces are said for meals. (Notes: Observation, Staff and Advisory Board Meetings, June 1988 to April 1989). In view of this, the researcher asked the respondents about the observed differences.

Some respondents perceived that prayers are an important part of staff meetings because the staff members have a stronger relationship to The Salvation Army as a church. The staff is more attuned to the spiritual mission of the organization. Most of the respondents agreed that the staff meeting is an informal get together. They go over the calendar but basically its main focus is to find out what is going on in their lives (i.e., sharing of concerns). The purpose of prayer then is to help the staff to get through the week or the day--prayer draws and pulls them together.

On the other hand, some respondents shared that, although the Advisory Board members are aware of the agency's religious orientation, they still have some reservations. Saying grace before meals is observed to be acceptable. The structure of the Advisory Board is different from that of the staff. It is an ecumenical board and is primarily geared to deal with the human aspects of the organization. They are purposely there to plan and make decisions for the organization. Because of such diversity in religious beliefs, it would therefore be discomforting to emphasize the issue of prayer. According to many respondents, not saying prayers as part of the Advisory Board meeting is a matter of respecting the particular faith or religious background of the members.

<u>Sharing of Religious Beliefs</u>. It is also significant to determine whether there is sharing of religious beliefs among organization members because of the Christian orientation of the organization. There were consistency in the responses. Among organizational members (staff and Advisory Board), respondents replied that they share their religious thoughts and ideas with each other. They added that they are quite open about it.

On the other hand, it is different when it comes to sharing religious beliefs with the clients. Some respondents remarked that it depends on the appropriateness of the situation. One respondent stressed that the client should not feel that, because the clients are coming in for help, that they have to accept a religion. This is not a condition to receive help. For some respondents, it does more harm than good to try to force religion on them. However, if the clients are receptive, they are given materials related to the spiritual/religious services of The Salvation Army and they are also referred to the officers who can share with them about spiritual matters.

Use of Words and Terms of The Salvation Army. Terms related to The Salvation Army culture are used in everyday life. It is reflected in written materials and in verbal interaction among the staff. (Notes: Observation and Agency Documents, June 1988 to April 1989) When respondents were asked whether they use Salvation Army terms and words, most of them responded positively. The researcher found that those respondents, who are involved in the Spiritual programs of the organization, are more knowledgeable about the terms than those who are not. Those who are not participants of religious activities are more familiar with terms that relate to the administrative aspects of The Salvation Army.

Attitudinal. The attitudinal aspects revolve around two issues. The first one deals with two questions that Schein(1975) has dealt with in his work: Is the individual more important than the organization? Is the organization more important than the individual? The second issue will deal with their attitudes about the establishment of boundaries within their culture--who should be part of the organization and who should be excluded. A look at these issues will help reveal the predispositions of the organization's members in relation to their present environmental matrices.

Acceptance of Members in the Organization. The Salvation Army has a position in dealing with human relations. It states:

> A Statement on the Salvation Army's Position on Human Relations
>
> The Salvation Army opposes discriminatory practices related to race or national origin at all levels of operation and administration, and seeks to promote intergroup understanding and to have full support to the imperatives of human and civil rights, not only at the levels of housing,

> education and employment, but also in the areas of culture and religion, sharing the spiritual affinity which makes all men brothers. (Aug. 21, 1988)
>
> All Salvation Army positions to which employees are normally assigned are open to persons of any race, color, creed, sex, age, national origin, or physical handicap, based upon bonafide occupational qualifications, with only those exceptions dictated by the religious purposes of The Salvation Army. (Notes: Agency Documents, Aug. 21, 1988).

Respondents were asked what characteristics an individual should possess in order to be accepted in the organization. It was interesting to find various responses. Most of the respondents mentioned that one has to have a <u>sense of humor</u>. The researcher observed this as a common trait among organizational members, especially during staff and Advisory Board meetings. Humor is usually injected during discussions. Each individual member is free to kid around. This kind of attitude has been a part of their working experience.

Another characteristic frequently mentioned by the respondents is the <u>willingness to be a team player</u>. One should be open to the team process of the organization rather than being an individual in their efforts. Some respondents shared that, in the past, there were some people who cannot work as a team and, as a consequence, caused a lot of conflict for the staff.

The researcher observed this team-building process especially when some staff members are under pressure. There is one instance when the meal program needed considerable help. The other staff members helped in cooking and in serving food to facilitate the feeding process (Notes: Observation, Behavior and Social Interaction Patterns, Nov. 28, 1988)

<u>Willingness to contribute and provide input</u> was also mentioned as an essential characteristic for an individual to have. Respondents mentioned that because each

member is valued in the organization, it is imperative that they also invest on The Salvation Army. The input of the members, whether individual or collective efforts, is vital in accomplishing the goals of the organization.

The respondents also mentioned the importance of openness and flexibility as characteristics of organizational members. Regarding openness, respondents emphasized that one has to listen to what others have to say. Members of the organization should at least adapt to what is acceptable to everyone within the organization. Being flexible is related to the openness characteristic. Respondents stressed that, because the organization (i.e., its programs, its officers, and its clientele) is changing, a member should be flexible and should be able to adapt to this change.

Criteria in Recruiting Staff and Advisory Board Members. Regarding recruitment of staff members, respondents laid out the following characteristics. First, they should have a Christian commitment and deep religious conviction. Second, the person should be a team player. This is consistent with responses in preceding sections of this chapter. Third, they should have the skills that are required to do the job.

With regard to recruitment of Advisory Board members, other significant characteristics were brought up. First, a member should have an expertise that they can bring to the organization. To illustrate, The Salvation Army Advisory Board tries to always have some people who have a good background in finances, social services and programming, and legal matters. They also strive to have structural and cultural diversity. During one Advisory Board meeting, the issue of recruitment of new members came up. One of the Advisory Board members spoke and said: "Since our client population is composed mainly of minorities like Blacks and Hispanics, we should see to it that in our recruitment of new Advisory Board members, these groups are represented". (Notes: Observation, Advisory Board Meeting, April 13, 1989) Currently, there is one minority member of the Advisory Board.

Another important characteristic that a board member should have is strong commitment and sympathy with The Salvation Army mission and policies. Respondents stressed that it is essential that board members should be aware of such matters that pertain to the organization.

Lastly, but equally as important as the other characteristics, the member should be well-liked and respected in the community. Leadership, power, and influence were frequently mentioned by some respondents as an important consideration related to this characteristic.

Perceptions About Clients in the Organization. The stand of The Salvation Army regarding their clients is positive. Clients are high priority. Proof of this is:

> All social welfare services to individual or families are given without regard to race, according to the needs of those involved, and all services shall be equally available to clients of any race on the basis of need and capacity to benefit from the program. (Notes: Agency Documents, Aug. 21, 1988).

The Salvation Army Workshops held Oct. 6-7, 1988 at the Kellogg Center focused on the importance of clients as receivers of the organization's services. Two topics that focus on the clientele were incorporated:

> Band-Aids and Cure-Aids (Topic)--"Case Management" is presented as a methodology for working with individuals and families who present in Army settings with emergency assistance needs. This included a discussion of problem-solving, casework, goal-setting, use of community resources and defining who has primary responsibility for specific work with clients. The workshop will also include principles of crisis intervention (Band-aids) and task-centered casework methods (Cure-aids). (Notes: Agency Documents, Oct. 15, 1988)

> Developing Relationships with Clients (Topic)--Many of our clients do not know their basic problems nor how to ask for assistance. Their circumstances are embarrassing and demeaning. They expect rejection

> and often react to their expectations. They resent "prying" into personal affairs and come with defensive attitude. The speaker offered suggestions on how to establish a relationship with these individuals, to put them at ease, determine what their needs are, assist when possible and refer them to other agencies for extended assistance without alienating them. (Notes: Agency Documents, Oct. 15, 1988).

The respondents were asked about their perceptions of the client. Do they perceive him as an individual with unique needs or as someone who has similar needs with the rest of the client population?

Most respondents agreed that the clients should be treated in a very individualistic way and not see them as part of some greater whole or stereotype. One respondent shared: "We all have similar needs...needs for caring, love, a pat in the back, but I think, we know the client has come in to have special help. In as much as I am able to observe, through the offices, I think they are treated very fairly and special...All of these people need is an arm around the shoulder. They have personal needs, a lot of them need to be touched, not necessarily physical touch, but a look in the eye, and say "Good morning" and "How are you?".

In one staff meeting, a staff member shared that one should be very careful not to judge the people by "face-value". The staff represents first, the Lord Jesus Christ, and second, The Salvation Army. The person added that staff should keep smiles on their faces. (Notes: Observation, Staff Meeting, Nov. 13, 1988) In another staff meeting, the Administrative Assistant shared with the staff: "Honesty without kindness is cruel. Kindness without honesty enables people to continue things that they ought not to do. It should be honesty with kindness. With clients, we should be honest with them but kind". (Notes: Observation, Staff Meeting, June 13, 1988)

Nevertheless, some respondents perceived them to be individuals with unique needs and also has similar needs with the rest of the client population. Many respondents agreed that they would like to deal with the clients as individuals with unique needs but, since they also represent a whole segment of society with the same needs, there is a tendency sometimes to put them into a group.

Emotional. The emotional aspect will specifically touch on issues of intimacy and acceptance. Delving into emotional issues is important because it helps assess how organizational members are able to manage their organizational tasks in relation to the peer relationships which have been established.

The Organization as a Closely-Knit Family. All respondents agreed that the organization is a closely-knit family. The staff is well-bounded together and have like concerns for the client as well as the organization:

> "We're concerned with each other's hurts and joys."
>
> "...This is my family. With all the problems I had, I can talk to anybody."
>
> "...Everybody talks about their families. Everybody knows what is going on with everybody else's families."
>
> "When one has a problem, they will seek somebody else out that will give them a listening ear."
>
> "...Everyone is concerned with each other. You can tell when they say: "Don't you feel good today?...Are you feeling better?"..."
>
> "...If somebody is hurting in any type of way, the people is there to help if they can. If there is happiness, everybody is there to share."
>
> "Basically, it is not closed knit where it does not allow others in" "We all care about one another--personally as well as professionally" "It is like an extension of one family. If one hurts, everybody hurts."

A staff birthday celebrant gets considerable attention. The researcher notes: "It was 12:15 and, most of the staff members are cramped in the room adjacent to the library. A birthday cake was brought in, and a card was passed around for everyone to sign. Minutes later, the celebrant came in and everyone sang, "Happy Birthday". (Notes: Observation, Behavioral and Social Interaction Patterns, Oct. 13, 1988).

Feelings of Acceptance in the Group. All respondents remarked that they feel accepted in the group. Reasons given why they are accepted vary. Some respondents attributed it to their personalities. Others dealt with the fact that they are sensitive to the needs of other members of the organization. Most of them replied that, if they do not feel accepted, they will not stay long in the organization. Others mentioned that the characteristics of the staff itself makes them feel accepted.

Most of the respondents expressed that they know the other members of the organization well. However, there are some who, because they just joined the organization, only know some staff members in a professional and not in a personal level. They add, though, that with the characteristics of the staff, knowing the other members will certainly not take a long time.

A majority of the staff members remarked that there is a feeling of concern and trust among them. One respondent shared that there is a sense of why they are in the organization. Respondents expressed that the concerns shared during staff meetings is strong evidence that and are concerned with and trust each other. Some respondents shared that, if they have personal problems, they are not inhibited approaching someone and sharing their concerns with that person.

With regard to the relationships that are established among members in a group, differences are perceived by the respondents between the staff members and Advisory Board. They attributed the differences to some factors. The staff members almost see each other everyday. Because of this, the staff have become closer and they are mutually involved and supportive of one another. On the other hand, the Advisory

Board was less close because they only meet once a month and are together less often. However, in spite of this, one respondent perceived that Advisory Board members still have genuine friendliness, and are not superficial.

Operational

The third "O", operational, includes three factors--the behavioral, the relational, and the functional.

Behavioral. The behavioral component refers to the concrete actions engaged in by individuals in the course of performing tasks as organization members (Arnold and Feldman 1986). In this regard, the researcher dealt with two issues: reactive and proactive behaviors. Arnold and Feldman (1986) state that, traditionally, organizations are reactive in dealing with their environments. They are also proactive depending on the demands of the external and internal environments.

Reactive Vs Proactive Behaviors in the Organization. Based on the responses gathered, here is the general process taken by the organization when it is faced with a major problem. First, an executive committee is formed. This group should have the skills and commitment to deal with the problem. Second, the problem is diagnosed. Third, goals to be accomplished are set. Fourth, tasks and strategies are laid out.

In relation to this, respondents observed that it is not a common practice of the organization to conduct research for knowledge sake. However, they cited the Oak Park study as one activity where they implemented a needs assessment study.

Respondents were also asked whether they only perform tasks that are assigned to them. All of the respondents said that this does not happen. They attributed this to the lack of manpower in the staff and also with the team-building process; they are motivated to work beyond their positions and responsibilities.

Most respondents agreed that the organization is more reactive than proactive. One respondent cited that there should be more response, commitment, and participation from the other Advisory Board members in order to implement the organization's activities (e.g. Capital Campaign). Another respondent attributed their being more reactive than proactive to the existing situation. According to a respondent, people are feeling very confined in terms of space and ideas. One respondent added that, because of the lack of manpower and finances, they have become more reactive. Changes that will be brought about through the Capital Campaign may serve as an instrument. With more space, people can feel that they can set more options, more choices, and take more initiatives.

Another respondent expressed that the "reactive" behavior of the organization can be attributed to the structure of The Salvation Army. This is related to responses given in a previous section of this chapter. That is, The Salvation Army--as a whole--tends to be hierarchical. The local organization looks up to upper echelons for the lead on what is acceptable and not. There are also constraints on what programs will be followed and not.

A respondent also perceived that this reactive behavior can be related to the way some Advisory Board members perceive their roles. According to this respondent, some members do not see their role as directive. There should be more planning on their part and they should take some initiative to follow a research mode behavior.

To enhance their effectiveness, some respondents expressed that staff evaluation and the team-building concept are taken seriously. In terms of staff evaluation, they incorporate a one-to-one communication component where they ask the staff if s/he has problems or difficulties in performing his/her functions. The team concept is very important in achieving effectiveness because it keeps the morale high among the members of the organization.

A respondent expressed that the organization can achieve effectiveness if they become receptive to technology. This respondent observed that the organization has been reluctant to try out some technology that is available.

Most respondents do not think that they are innovative. A respondent said that the organization is much more inclined to take the clear need and respond in a trite way. One respondent said that the organization is not experimental. Again, most respondents attribute this lack of innovativeness to the problems faced by the organization--lack of manpower, space, and finances.

However, when the researcher analyzed the minutes of the Advisory Board meetings, he traced some patterns of innovativeness in relation to how the Capital Campaign effort was put into place. The researcher analyzed the minutes of Advisory Board meetings from the time the capital campaign project was conceptualized to the time when it was started. A needs study was felt to be important to determine the capital needs of The Salvation Army in Lansing. The board members then asked Michigan State University to conduct a neighborhood needs study. United Way has also completed a three-county study that was thought to be relevant, and therefore, was also considered as an important indicator (Notes: Minutes, Advisory Board Meeting, June 6, 1985). The Long-Range Planning Committee of the Advisory Board was asked to review the needs study completed by United Way and the proposed MSU study. The board realized that a needs study for the entire city is necessary before the

Capital Campaign could get underway (Notes: Minutes of the Advisory Board Meeting, Oct. 3, 1985). The Oak Park study was started. Questions were formulated by a Steering Committee composed of key people of the community (Notes: Minutes of the Advisory Board Meeting, April 3, 1986). Oak Park survey results were processed. The Advisory Board indicated that the United Way and the MSU studies would be used to determine the needs that will be the basis for the Capital Campaign (Notes: Minutes of the Advisory Board Meeting, Nov. 13, 1986). Findings of the survey were to be reported at a February meeting with mass media present (Notes: Minutes of the Advisory Board Meeting, Jan. 8, 1987).

The needs committee of the Advisory Board studied the Oak Park and United Way surveys. Priorities for programs were laid out. A latch-key program was one of the needs identified (Notes: Minutes of the Advisory Board Meeting, Nov. 16, 1987). The Salvation Army staff presented the proposed latch-key program (a before- and after-school program) (Notes: Minutes of the Advisory Board Meeting, Feb. 11, 1988). A consulting firm was hired to do a feasibility study for The Salvation Army in relation to the Capital Campaign (Notes: Minutes of the Advisory Board, June 8, 1988). Plans for the kick-off for the Capital Campaign were finalized. (Notes: Minutes of the Advisory Board Meeting, Feb. 9, 1989)

The brochure for the Capital Campaign reflected the "innovative" behavior of The Salvation Army:

> Capital Campaign 1989: A Planning Committee composed of Salvation Army Advisory Board members, Corps officers and Corps council was appointed to make recommendations to leadership on future programs and administration. In addition to this internal study, the Corps received independent study results by Michigan State University and the United Way on human service needs in the Lansing area.

> The results of this work demonstrated continuance of existing human service programs by the Salvation Army and concentration of effort for children and their parents, especially in the Oak Park area.Child care, right up to the point of employability, is one of the most cost-effective ways to deal with problems of drug and alcohol addiction, high school drop out rates and adolescent pregnancy. Unfortunately, there are no before- or after-school latchkey programs, no child/day care programs to serve the Oak Park low-income residents. And the present Citadel facility is not capable of supporting such activities.
>
> Both the analysis in need and the study of program needs led to the conclusion that services to children and their families should be the focal point around the Capital campaign structure. Day care, latch key, infant care, care of handicapped children, and recreational programs targeted towards groups of young people from pre-school through high school are the priority programs for service to the Lansing community. (Notes: Agency Documents, April 19, 1989)

This innovative orientation was also manifested in a Salvation Army Workshop, held in the Kellogg Center, Oct. 6-7, 1988:

> High Tech! High Touch! Computer Development In Social Services (Topic):
>
> The development of computer programs for Salvation Army corps and social services is becoming more and more essential to the effective delivery of service. If for no other reason that to satisfy the accountability requirements of Army administration and funding services, computers are more of a need than a luxury. The speaker will summarize programs specifications of a generic corps social service computer systems developed for the central territory by the Social Service Subcommittee of the EDP Long Range Planning Committee. The Speaker will also address the need for a personalized approach within the framework of "high tech". (Notes: Agency Documents, Oct. 15, 1988)

Relational. The relational aspect deals with the relationships between the organizational members in the performance of their tasks. There will be a focus on three issues: the paternalistic--those in power are obligated to take care of those not in power; consultative--all levels have relevant information to contribute but power remains in the hands of the leaders; and the participative--information and skills at all levels are relevant to organizational performance; power must be shared as appropriate.

These three issues are based on Schein's idea of organizational relationships. He has laid out six different types but, for the purpose of this study, only the three mentioned above will be dealt with. The others that Schein deals with are: autocracy, delegation, and collegiality.

Paternalistic. Both the leaders and the subordinates perceived that those individuals who are in power in the organization are obligated to take care of those not in power. The perceived leaders stressed that they appreciate their staff members. Two respondents who are perceived to be leaders of the organization agreed on the basic premise about the use of power. One of them said: "If I have the power to change something for the better for the staff, and they don't have the power to change it, I have the responsibility to do that". To quote another: "We have a responsibility...I will quote the Scriptures: "To whom much has been given, much has been required". That means, to those who have much, they have a responsibility".

The subordinates share the same conviction. One replied that, if she has a personal problem, she can go to them--that the leaders offer spiritual guidance for her. Other respondents remarked that the leaders promised that they will support them and that they have not failed on this promise, in any circumstances. Other responses are worth quoting:

> "They do the best they can--we are really appreciated and we won't be here if we did not like it."
>
> "They watch our needs and concerns--trying to help in anyway that they can."
>
> "They will help you through it...just like the father and mother in a big family."

Consultative. The majority of the respondents have the perception that the staff and Advisory Board members are consulted by leaders to contribute relevant information.

They observed that leaders ask for ideas and information and they listen to them. One respondent differentiated the approach made by the leaders of the organization. To quote: "They don't usually come in and say--"This is what you have to do". Rather they say-- "What do you think of this?" or "Do you think this would work?". A good example of this is when the staff was asked by the perceived leaders to share their input regarding the proposed changes for the building. A whole session was devoted to this topic. (Notes: Observation, Staff Meeting, Nov. 21, 1988)

Participative. The respondents are also unanimous in their observation that all information and skills of individuals are relevant in accomplishing the goals of the organization. Many respondents remarked that the skills of individual members are complementary and supplementary to the goals of the organization. Each one has something to contribute to the mission of The Salvation Army.

Most of the respondents perceived that power is shared among members of the organization. One respondent stressed that each position has its own power. One is allowed to as much power as s/he needs to have. Another respondent observed that, basically, the staff knows what is expected of them and they are allowed to do it. That empowers them to get a lot of experience and knowledge.

Functional. The functional part deals with those aspects of group activity that are related to the organization's basic mission. It will look at four major parts: cooperative--working interdependently through coordination; formulative--creative generation of new ideas, strategies and solutions; diagnostic--investigative problem-solving; and facilitative-- implementing solutions in an efficient and effective manner.

Cooperative. The majority of the respondents observed that staff members are well coordinated and interdependent in the accomplishment of their goals. A respondent shared that this is manifested in the everyday work of the staff. Every staff person was aware that if a need arises in his/her line of work, s/he can approach another staff member for assistance and things will be facilitated. The team-building experience enhances the coordination and interdependence. In preparation for the Christmas Clearance Bureau, for example, forms are passed out to the staff in the meeting so that things are well coordinated for the busy weeks to come. One shared that, two years ago, a communication gap erupted and coordination was lost. (Notes: Observation, Staff Meeting, Nov. 23, 1988)

However, the same is not observed with respect to the Advisory Board. One observed that the Advisory Board members are more independent than interdependent. Another respondent shared that more commitment and participation is needed from other members of the Advisory Board. Some members do not do their "fair" share of the work in the accomplishment of the organization's goals.

It is interesting to find that collaboration is only observed in the organization when needs arise. Because of the limitations faced by the organization (e.g., manpower, finances, space, etc.), collaboration becomes a reactive part of the process. (Notes: Observation, Behavior and Social Interaction Patterns, June 1988 to April 1988)

On the part of the staff, most of them said that they only collaborate with others if they need assistance in their responsibilities. Others attributed a need for collaboration with the lack of staff and an increase in client demands. Some respondents mentioned that their basic activities have a lot to do with things in which other staff members are not involved. A respondent remarked that collaboration is needed depending on the kind of task of the individual.

On the other hand, when it comes to the Advisory Board, one respondent shared that one third of the board collaborates very well. However, this respondent added that they have not been able to involve other members in a meaningful way. They certainly have been invited but the effort was not successful.

Diagnostic. The staff perceived that their involvement in problem-solving is very limited. Most of them agreed that their input is asked regarding their areas of responsibilities. Beyond that, they do not think of themselves as being involved in major problem-solving.

Nevertheless, it is interesting to note that those who are perceived to be leaders as well as those who have power and influence agree, that they are involved in a lot of ways in problem-solving. The City Coordinator, the Administrative Assistant, the wife of the City Coordinator, and some Advisory Board members were frequently mentioned as the people involved in problem-solving.

Formulative. With regard to involvement in creative generation of ideas and solutions to the problems, most respondents shared that it occurs informally (i.e., the staff will only be asked in informal ways about their suggestions).

However, some respondents shared that brainstorming is used to deal with problems in the organization. During this time, needs and problems are first presented. Input is solicited from other members to solve the problem.

In relation to this, one respondent made an interesting observation. This respondent shared that the generation of ideas and solutions to the problems is done in a reactive mode. To quote: "... The problem exists and stated but not anticipated. It is really a reactive response. Here is the stated problem. Let us examine it, let us dissect it. Lay it all out. What are our response alternatives. I don't think we are involved in anticipating problems or programs".

Facilitative. Some respondents shared that their programs and activities are effectively implemented for several reasons. First, staff members are skilled. Second, the staff is sensitive to the needs of the people. The motivation is more than secular human service; a holistic caring approach is taken.

In terms of efficiency, a respondent observed that The Salvation Army puts considerable service "on the street" for a relatively low cost per unit of service. Some respondents shared that having major responsibilities for certain programs lie with certain people makes the organization more efficient (i.e., which staff member has the skills and ability to deal with a particular problem or issue?). One respondent noted that the organization implements activities in an efficient, but old fashioned way. The respondent observed that the organization has not adapted very much modern technology.

Documents examined showed that several factors seem to affect organizational effectiveness and efficiency. Some excerpts from the Capital Campaign Brochure lay out the factors that can hinder effectiveness and efficiency within the organization:

- The increasing demand for human services expanded dramatically and resulted in overcrowding and inefficiency. For example, the Family Services Dept. responded to 6,884 families in 1987 compared to 775 in 1973. Staff members grew from three in 1973 to seven in 1987. The overcrowding of the three office spaces resulted in inconvenience and inefficiency, but, more than that, it made it extremely difficult to assure client confidentiality and privacy.

- For the past several years the Administrative offices of the Citadel Corps have been located in the small house immediately to the south of the main building on Pennsylvania Avenue. There are four very small office spaces in the building that are woefully inadequate by any professional standard. The separation of the staff is obviously inefficient and it takes the SA staff leadership out of the facility where programs are conducted and direct services are rendered.

- A community kitchen was established in the early 1980s, to serve families that would otherwise go without food. In 1987, the meals program served nearly 13,000 meals in the Citadel's existing multi-purpose room. This room can comfortably seat about 150 individuals, but the SA serves or more during the summer months and over 400 meals are served during the Christmas season.

- A single recreational area in the Citadel facility is the existing multi-purpose room which is used for the community kitchen, small group meetings and meetings of the women's programs. The demand for and size of this area restricts its use by youth for educational and recreational programs.

- The Christmas Clearance Bureau has also demonstrated tremendous growth in client demand. In 1988, nearly 3,800 families were processed compared to 1200 families in 1978. By 1980, the Citadel facility had become inadequate and the program is now operated from rented or donated space in whatever building in the area can be found, causing confusion and extreme inconvenience to clients and staff. For this reason, and for efficiency of operation, a large, no-rent facility needs to be found closer to the Citadel to support this community-wide program.

- Other needs of the Citadel facility include additional classroom space for the Education Department, updating obsolete and inefficient mechanical systems and providing access for the physically handicapped.

- Emerging and well established programs have been organized in cooperation with the UW as a result of several needs analyses. Due to inadequate space in the existing building, a before-school service is presently being provided at G. River school. Children in the immediate neighborhood need access to before-school and after-school latchkey programs for low-income families to provide supervised activities in a safe environment, while teaching coping skills, as well as encouraging the pursual of homework and learning skills. Day care, infant care, and the care of handicapped children were identified in the needs study as necessary services unavailable in the community.

CHAPTER VIII

SUMMARY, CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

For years, action research has been considered by many social scientists and professionals as an appropriate approach to technical assistance. It has been applied in different settings and planned change endeavors. However, in its application, there is one aspect that is overlooked. Because of the fact that more attention is given to the appropriateness of action research in general, very little emphasis is specifically directed to its appropriateness for use with the receiving system. Therefore, it is imperative to consider the fit of action research with the receiving system. The appropriateness of action research cannot be assessed independent of the client system. It is essential to examine the elements of the culture of the receiving system as they relate to the features of the action research framework.

Before delving into the summary conclusions drawn from this study, a recapitulation of what has been discussed in the preceding chapters is appropriate. Chapter I laid out the statement of the problem. It was mentioned that in any development setting there is always a provider and a receiver. A goodness of fit relationship between these two parties is important in order to have a successful development endeavor. Specifically, action research efforts involve a relationship between professionals and non-professionals; technical assistance and expertise are extended by the providing system to the receiving system. To facilitate this assistance, mutual collaboration between the parties is important. In order for the action research effort to be successful, it is assumed that collaboration is a main ingredient. Therefore, action research is applied regardless of the setting or type of client system it is in. However, when this is done, the nature of the receiving system is overlooked. Each setting is different, and may therefore need a different approach. An analysis of the culture of the receiving system (in this study, a human service organization) is a prerequisite before one may be able to assess the appropriateness of action research as a technical assistance approach.

Chapter II focused on the perspectives of action research as they relate to goodness of fit issues. The chapter dealt with the features of action research. Its history and various definitions are also comprehensively laid out. Schools, dimensions, phases, and actors involved in action research are specifically presented.

Chapter III covered the providing and receiving systems of this study. An overview of the Department of Resource Development and The Salvation Army was provided. A background regarding the involvement between the two systems in the action research effort was described in detail.

Chapter IV is a comprehensive discussion of the methodology. To study the organizational culture, methodological triangulation was employed by the researcher. Three research techniques were: participant observation, interviews, and examination of agency documents. The author also presented the different stages of his research: entry stage, data collection stage, data analysis stage, and exit stage.

Chapter V, VI, and VII revealed the findings of the study. Findings from the three cultural frameworks were presented in tabular and text form. Summary of the findings for each cultural element is incorporated in this chapter.

Conclusions, Implications of Methodology

Findings indicate that the different elements of the three cultural frameworks have significant compatibilities and incompatibilities when related to the action research framework. Certain factors can be considered as determinants to the organizational culture's fit with action research. Conclusions were made based on the existing fit between the two frameworks.

In this particular chapter, conclusions will be made for each cultural element. A general conclusion regarding the goodness of fit is difficult to reach because of the complexity of the organizational culture. Therefore, in this research, the author will not provide a conclusion that state whether the action research as a whole is appropriate to the culture of the receiving organization. In this regard, conclusions, implications, and recommendations will be given for each cultural element of the three frameworks.

Cultural Framework I: Temporal and Spatial Dimensions

Time Dimension: Time Orientation

Conclusions. In relation to time orientation, it can be stated that the receiving organization looks at the past and present more than the future. Action research, on the other hand, is very much future-oriented. Therefore, a low compatibility is perceived between action research and the organizational culture. It can be concluded that there is a low compatibility between the two frameworks because of the tradition, history, and previous experiences of the organization, coupled with the nature of the SALM. These factors impact the outlook of the organizational members toward time. Planned change efforts are less likely to be observed because the organization is sometimes bounded by tradition and history.

Implication. Tradition, history, and previous experiences have molded the culture of the organization to focus on the past. The past may have provided positive experiences and benefits to the organization. The organization also looks at the present because the nature of the system calls for it. The agency functions on a day-to-day basis. Activities are implemented simultaneously, thereby posing significant demands on organization members. It is difficult for the organization to plan in the long-term because they face a number of limitations. First, the tradition and history have shown that what they have been doing still works and, therefore, they do not want to change for the sake of change. Second, the lack of manpower and financial resources keep them from moving toward long-term goals. Third, the higher hierarchy (i.e., regional and international levels) dictate what areas they should focus on within the organization.

Recommendation. Future action research efforts in the should redirect effort in analyzing traditions, experiences, and the nature of the organization. An analysis of the traditional way of doing things may help action researchers focus their collaborative efforts on different time dimensions (i.e., past, present, and future). Past experiences of the organization may be essential in planning programs and activities. However, change agents should also be careful about not putting too much attention on previous endeavors. Action researchers can also collaborate with the organization in looking towards the future--helping the client system to plan ahead.

Time Dimension: Time Management

Conclusions. In terms of time management, findings revealed that the organization puts more emphasis on the quality of the accomplishments than the efficient use of time. The organization values relationships more than efficiency. However, because of other constraints (i.e., manpower, financial, space), the organization also strives to utilize time efficiently because it sometimes becomes a scarce resource. On the other hand, action research looks at time as a scarce resource and also advocates quality in the task accomplished. In this manner, a certain degree of compatibility between action research and organizational culture may be perceived. However, it should be noted that, in action research, time is a resource that can be used efficiently and effectively to plan programs and activities. That is, planning is a careful and deliberate process. There are times when the amount of time spent is insignificant as long as the planned change effort is heading towards the desired goal. On the other hand, SALM looks at time as a scarce resource. These constraints may pose some limitations in the efficient and effective planning of programs and activities. Through these findings, it can be concluded that the nature of the organization, specifically, its goals, may have an effect on time management. SALM is a human service agency with spiritual goals embedded in it. This means that, in providing social services, it complements activities with spiritual sharing.

Implications. A combination of spiritual sharing and provision of social services as goals may contribute to the organization's orientation towards quality in the tasks accomplished, importance of relationships, and efficient service delivery. This combination entails quality in human relationships but also requires an efficient delivery of services. This becomes more complicated with the constraints faced by the organization. Because of certain constraints (i.e., manpower, finances), the organization faces certain demands that pushes it to be conscious of time. The organization is put in a dilemma in the use of time--that is, efficiency is necessary in order to provide the services. But in doing so, the quality of relationships should not be sacrificed. In one way, the organization members desire to maintain quality in their tasks; in another way, they are bounded by constraints that affect their use of time.

Recommendations. Change agents in the action research effort should be aware that, despite the willingness of the organization to focus on quality of the tasks and relationships between parties involved, certain factors should be weighed, such as time, manpower, and financial constraints. These are hidden constraints that may create an impact in the application of action research. An organization may be willing to focus on quality on tasks and importance of relationships. However, with certain constraints, this goal may be unattainable.

Space Dimension: Sociofugal Characteristic

Conclusion. One of the main tasks of the organization is case work. This activity requires the assurance of strict confidentiality for the clients. Therefore, a closed-door office landscape is encouraged. This aspect may reflect that the action research effort is less likely to becompatible with the organizational culture. It can be concluded that there are instances when the nature of the task of the organization will call for a sociofugal arrangement and, therefore, poses significance in the application of the action research effort.

Implications. In action research, the sociofugal arrangement may be considered appropriate in certain situations such as the one mentioned above. This does not necessarily mean that a sociofugal arrangement in an organization setting is not always significant when related with action research features. A sociofugal arrangement may be the only means to achieve a certain goal of the organization. Another factor to consider is the fact that the organization faces some space limitations which can adversely affect the work climate. These spatial constraints are important in examining how to effectively apply action research.

Recommendations. In view of this, it is imperative for the change agents in the action research endeavor to be sensitive to these organizational characteristics. This means that the social context of the organization may not call for an open-office landscape because of certain tasks. Therefore, the change agent will just have to be receptive and flexible about it. Imposing an open-office arrangement so it will fit the action research framework may even be more detrimental than helpful to the collaborative effort.

Space Dimension: Sociopetal Characteristic

Conclusions. The goal of the organization--"motivation of love for humanity"--encourages openness to people. Making people feel welcome in the organization is essential. To make people feel welcome, findings reflected that most organization members advocate for an open-office landscape. In this regard, it can be concluded that, despite its other tasks (i.e. casework), the organization can also aim for an open office arrangement due to its longstanding mission.

Implications. This shows that both sociofugal and sociopetal characteristics can be present in an organization. It is not only the nature of the organization that can require a closed and open landscape but also the limitations (i.e., lack of space) that the receiving system is presently facing.

Recommendations. Action research professionals should be sensitive to the goals and activities of the organization in order to relate the spatial needs and preferences of its members. It is a mistake to infer that one organization is absolutely open or closed to interaction by mere physical observation. Doors may be closed in certain areas of the organization because its tasks and activities call for it. However, other characteristics of the organizational culture may still advocate for openness to the external world. Action research scientists should bear in mind that a closed-office landscape is not necessarily incompatible with the action research effort or, conversely, that an office with open landscape will be compatible with the approach. The process involved most important.

Table 8.1 shows a summary of the conclusions, implications, and recommendations that were discussed in the preceding paragraphs.

Table 8.1 Cultural Framework I: Conclusions, Implications, and Recommendations in Relation to the Fit Between Action Research and the Organizational Culture

Variable	Conclusions	Implications	Recommendations
Time Dimension			
Time Orientation	It can be concluded that a low compatibility between action research and organizational culture is perceived because of the latter's traditions, history, and previous experiences. The nature of the receiving system plays an important role.	Tradition, history, and previous experiences may have provided the organization with many benefits. In view of this, the organization is enhanced to look back to the past. On the other hand, because of the nature of the task of the organization (i.e., works in a day-to-day basis), the receiver is also present oriented.	Action research studies and efforts should also consider analyzing traditions, history, and past experiences. These play important roles in the way the organization functions and plan their activities.
Time Management	It can be concluded that a certain degree of compatibility between action research and organizational culture exist because of the goal/nature of the organization. Certain constraints, such as financial and manpower, affect the way the organization manages time.	The constraints and nature of the system puts the organization in dilemma. The members desire to maintain quality in the accomplishment of tasks but also strive to make efficient use of time.	There is a need for action researchers to be aware that the receiving system may aim for quality in the accomplishment of tasks. However, with certain constraints this might be difficult to achieve.
Spatial Dimension			
Sociopetal	It can be concluded that the goal of the organization to have "open doors" for people requires an open office landscape which shows that there is a certain degree of compatibility between action research and organizational culture.	It can be implied that, despite having case work as a major activity, the long-standing mission of the organization advocates openness, which is reflected in some of their office arrangements.	Action research efforts in the future should consider the goals, missions, and activities of the organization before concluding that an organization is an open/closed system. There are instances when, even if the organization advocates an open atmosphere, the nature of its activities may require a different office arrangement. Certain constrainst, such as lack of space, may also be a critical factors to examine.
Sociofugal	It can be concluded that the case work activity of the organization requires a closed door office landscape. This nature of the organization seems to	A sociofugal arrangement in the organization may not always be considered incompatible with the features of the action research. The nature of	Action research professionals should have the sensitivity to consider such organizational characteristics. It is important to realize that

Table 8.1 continued

Variable	Conclusions	Implications	Recommendations
	reflect that action research is less likely to be compatible with the organizational culture.	the organization may require such office arrangement.	such office arrangements is a critical element in the performance of an organization's activities.

Cultural Framework II: External Environment

Mission

Conclusions. Unlike action research, the organization does not focus on knowledge production. It is more of a spiritual and human service organization. This means that there is a low degree of compatibility between action research and the organizational culture. It can be concluded that, because the organization is less involved in knowledge production, action research goals do not create as much impact on the work setting.

Implications. A lesser focus on knowledge production and practical problem-solving may help professionals in future action research efforts to modify their approach. Imposing the emphasis on production of knowledge for the sake of achieving an action research goal may create, rather than solve, problems in the planned change endeavor.

Recommendations. In future action research efforts, it may be appropriate for change agents or providing system to make the receiving system aware that knowledge production and practical problem-solving may be valuable goals for an organization to consider. However, the providing system should also be sensitive that this may not be a feasible or practical route for some organizations to take. It may not be considered as a priority goal for some organizations and should not be forced on them.

Strategic Means

Conclusions. The organization adjusts to the demands of the external environment through collaboration with existing networks. Basically, this collaborative arrangement facilitates its survival in the external environment. It can therefore be concluded that this characteristic of the organization fits with the collaborative feature of action research.

Implications. It is important for action research professionals to be sensitive to the fact that organizations have different strategic means to survive in the external environment. Collaboration may be one of these strategies. Moreover, the kind of collaborative arrangement that an organization is involved in may be considered by action research professionals as pivotal in assessing the appropriateness of action research.

Recommendations. It is essential for the providing system to be aware of existing networks that in which the receiving system is engaged. The way the organization adapts, integrates, and stabilizes in relation to the external environment, may in one way or another, reflect how it will behave in a future action research endeavor.

Roles

Conclusions. Findings suggest that the organization is not playing an inferior-dependent role. The members of the organization perceive the organization as an important component in the external environment. Moreover, findings revealed that the organization is more of a collaborative-egalitarian type of system than an inferior-dependent or superior-pivotal system. It can be concluded that this perceived compatibility with action research may, again, be due to the fact that the organization has established networks in the external environment which, in one way or another, have helped defined its role.

Implications. This implies that the organization may be an important subsystem in the external environment or may be somewhat dependent on other subsystems with regard to its needs. But, the agency still looks at itself as involved in a mutual/reciprocal relationship with other groups. They may perceive this as their role because, through a collaborative arrangement with other agencies, the organization is able to achieve its goals.

Recommendations. The providing system should therefore value the importance of how a receiving system is perceiving its role in the external environment. A reciprocal relationship with other systems reflects that the organization may be receptive to the action research effort. Thus, action research professionals should consider the perceived roles that the organization is playing so as to determine how they might proceed in the planned change effort.

Table 8.2 presents the conclusions, implications, and recommendations for Cultural Framework II.

Table 8.2 Cultural Framework II: Conclusions, Implications, and Recommendations in Relation to the Fit Between Action Research and the Organizational Culture

Variable	Conclusions	Implications	Recommendations
Mission	It can be concluded that, because the organization is more of a spiritual and a human service agency, it is not into knowledge production, and therefore is not significantly compatible with the action research framework.	Knowledge production and practical problem-solving are valuable, but not necessarily critical goals, to introduce to the receiving system during a planned change endeavor.	Action research professionals should be aware that not all organizations have knowledge production as their priority goals, and should modify their approach based on this.

Table 8.2 continued

Variable	Conclusions	Implications	Recommendations
Strategic Means	It can be concluded that the organization adjusts to the demands of the external environment by collaborating with other systems in the external environment. This makes the organization more compatible with the action research framework.	Sensitivity to the strategic means used by the receiving systems to adjust to the external environment is very critical in the change effort.	The providing system in the action research effort should be aware of the networks the receiving system is involved with. This will reflect how the organization adapts, integrates, and stabilizes itself in the external environment.
Roles	It can be concluded that the organization is a collaborative-egalitarian type of organization and, therefore, is significantly compatible with the feature of action research.	This serves as an implication that, despite the fact that there are instances when the organization is superior or dependent on other organizations, it is more involved in a reciprocal relationship with other systems of the external environment.	Knowing how the receiving system perceives its role in the external environment may provide views regarding how it will be involved in a collaborative arrangement in the future.

Cultural Framework III: Internal Environment

Organizational: Leadership Aspects

Conclusions. It was found that the perceived leaders of the organization are using their power and influence in a positive way. With regard to decision-making, findings show that the process is democratic. There is an open and free-flow manner of decision-making. These characteristics of the organization makes it likely compatible with the action research framework. Because of this compatibility, it can be concluded that leadership is an important aspect that can be considered in assessing the fit between action research and the organizational culture. The use of power and influence by leaders in an organization is also a significant indicator of how members are asked by the leaders to participate in specific development efforts.

Implication. Leaders representing the receiving system are important stakeholders. The way they run their organizations may also affect their involvement in the action research effort. It may be implied that leaders who advocate democratic processes of participation may also push for action research principles--where a cultural and structural representation is desired.

Recommendation. Action researchers in future efforts should be alert in examining the perceptions of organizational members regarding who the "leaders" are in a particular organization. The types of leaders in an organization may determine how the decision-making process is structured. Leaders who use their positions in a negative way may be against a democratic decision-making process. Thus, with this type of leadership, the action research approach will certainly be difficult to apply.

Organizational: Structural Aspects

Conclusions. With regard to the structural aspects of the organization, certain factors should be considered. Findings revealed that the local organization's hierarchical structure is not complicated, which may facilitate the implementation of programs and activities. However, beyond the local structure, the hierarchy becomes more complicated which certainly affects the implementation of the activities of the organization. It was reflected in the findings that a team approach to management is utilized by the organization in their programs and activities. This approach is advocated by the leaders of the organization. The line of communication in the organization is also perceived to be open. Because of this, action research is perceived to be likely compatible with these organizational elements.

It can also be concluded that hierarchy in the organization can certainly affect the internal activities of the organization by enhancing or hindering the working relationship among organizational members. In this regard, action research efforts may also be affected. A complicated hierarchy and a closed line of communication are barriers in implementing the action research endeavor.

Implications. For the success of the application of action research, it is imperative to carefully analyze the hierarchical structure of an organization. Furthermore, this implies that the appropriateness of action research in a receiving system can be determined through an examination of such organizational characteristics.

It can be implied that a team-building approach that is being used in an organization may not necessarily mean high compatibility with action research. Team-building may be a reaction to a particular constraint and not a proactive stance on a specific planned change effort.

Recommendations. Action researchers should be aware that there are still other structural factors that can affect working relationships in the internal environment. In the study, the local level's hierarchy may not be as complicated as compared to the divisional, regional, national, and international levels. As pointed out, these outside levels may affect the implementation of local level's activities and, as a consequence, any action research effort.

It is also important for the action research professionals to analyze team-building as a process--whether it is a response to a particular need or whether it is a way to achieve a planned change goal.

Orientational: Symbolical

Conclusions. The organizational culture is full of symbols. Wearing of uniforms, rank designations, use of artifacts, use of terminologies, and spiritual activities encompass the whole organization. This has become a part of tradition and may continue for the years to come. It can be concluded that symbols play a significant role in the culture of the receiving system and its consideration will help assess the appropriateness of action research with the receiving system. The manner in which the organization is using their symbols may reflect their values and priorities which are important to consider before applying the action research approach.

Implications. Symbols may be significant indicators with regard to whether action research is appropriate with the receiving system or not. It may reveal hidden elements of the culture of the organization. These elements can serve as either "door openers" or barriers in the application of action research.

Recommendations. In future action research efforts, change agents or providing systems should be sensitive to the kinds of symbolic elements in order to stage a successful action research endeavor. These rituals and practices may be different from the providing system's symbolic culture or even with the other subsystems of the external environment, yet may provide the link to a successful action research relationship.

Orientational: Attitudinal

Conclusions. Action research calls for a structural and cultural representation among members of the community to participate in the effort. In this study, organizational members are open regarding who should be a part of the organization. However, respondents shared that certain characteristics should be possessed by future members so that they can easily adjust to the organization. This may reflect a limitation with respect to cultural and structural representation, and reveals a certain degree of incompatibility between action research and the organizational culture. However, it can be concluded that, for some receiving systems, they have to have members that will fit within the norms of the organization--whether in terms of spiritual orientation or individual expertise. The selection of these members is critical in the implementation of the activities of the organization. Findings also show that members of the organization, particularly the staff, have feelings of acceptance by others within the organization. These feelings of acceptance can be perceived as likely compatible with the action research framework.

Implications. It is implied that in choosing members of the organization, roles should be structured to meet the needs of the organization. A member of an organization who does not fit with the group may have difficulty adjusting and can be considered a problem for the group. In action research, the more diverse the representation, the better it is to achieve the goals of the planned change effort. This is due to the fact that, through a wide array of input from various groups, the more they are involved in problem diagnosis.

Recommendation. It is important for the change agent in an action research effort to examine how the organization deals with acceptance of future members. The action research professionals should be aware so that they can adjust to particular roles that they can play in the change effort. There are expected roles that the receiving system desires in their environment. Action research professionals should be sensitive to the roles in order to stage a successful collaborative arrangement.

It can also be recommended that members be accepting of each other, particularly when dealing with their individual differences. However, the providing system should also be aware that too much cohesion within the internal environment may pose some difficulties. It may result to a low degree of collaboration with other sub-systems outside their boundaries, which is not a feature associated with the action research framework.

Orientational: Emotional

Conclusions. Findings revealed that members of the organization, particularly the staff, have formed a family-type of relationship among themselves. These feelings of acceptance and intimacy help members perform their tasks because of the support that they extend to one another. This reflects a significant degree of compatibility with the action research framework.

Implications. It can be implied that members have developed feelings of intimacy because they are facing constraints, such as lack of manpower, finances, and time. They have to support one another because it is a way to fulfill their tasks with certain limitations. Leadership plays an important role in this regard.

Recommendations. Action research efforts should examine the reasons why members of a receiving system are closely-knit. Knowing such reasons may open doors for them in establishing a closer relationship with client systems. This will also promote awareness on the part of the providing system with regard to why the members of the receiving system is involved in team-building.

Operational: Behavioral

Conclusions. Findings revealed that, in terms of its behavioral components, the organization is more reactive than proactive. This characteristic of the organizational culture makes it highly incompatible with the action research framework. It can be concluded that there are many determinants of organizational behavior that may have contributed to this incompatibility between action research and the organizational culture. These are the financial, manpower, and time constraints. The nature, tradition, and history of the organization may have also contributed to this kind of organizational behavior.

Implications. An organization can be proactive or reactive depending on the constraints that it is facing. With limited finances, an organization may have some difficulty in being involved in proactive ventures. Time is another factor. With time as limitation, members of the organization may just choose to be involved in activities that may require less time and energy. Lastly, lack of manpower may limit the organization's capacity to perform tasks that deal with proactive goals. Therefore, the organization may have no choice but to react to problems that they are facing.

Similarly, the nature, tradition, and history of the organization may have a strong influence on its behavior. An organization may already have established norms that made them reactive and may be facing difficulties if it shifts to a proactive mode of behavior.

Recommendations. In future action research efforts, it is imperative for the providing system to be aware of the reasons why the receiving system is proactive or reactive. There may be limitations that contribute to this behavior. The nature of the system may also have an effect on their reactive tendencies.

Operational: Relational

Conclusions. With regard to relational aspects, findings show that the three types of relationships--paternalistic, consultative, and participative--are all manifested within the organizational culture. This reflects a certain degree of compatibility with the action research framework. A conclusion can be made that it is important to look at the relational aspects in the organization because it forms the bind between members. The way power is used or shared is pivotal in any collaborative relationship.

Implications. It can be implied that the way the organizational members relate to each other may influence their interaction with the providing system in an action research effort. If members are not consulted or are not used to participating in organizational activities, problems may erupt when they are involved in an action research effort.

Recommendations. Professionals should not assume that, because of the fact that collaboration is an important ingredient of action research, the relationship between the providing and the receiving system will be smooth. It is recommended that action researchers should carefully examine the way the members of the receiving system are related among each other. If this is overlooked, collaboration will be difficult to achieve.

Operational: Functional

Conclusions. The functional aspect of the organizational culture provided some interesting findings. The nature of the organization and its limitations played a role in the internal operations within the organization. Because of the limitations faced by the organization (i.e., lack of space, manpower, finances), collaboration becomes a reactive behavior. In relation to problem-diagnosis and formulation of ideas and solutions, findings revealed that the members are involved in a limited way. Lastly, the programs are implemented in an effective and efficient way but, again, the nature and limitations within the organization have contributed to relative inefficiency and ineffectiveness. It can therefore be concluded that the efficiency and effectiveness of an organization are determined by several factors. These factors may affect an efficient and effective implementation of an action research effort.

Implications. Lack of finances, manpower, and space are just one of the few, but critical, issues that can affect the application of action research. Action research may have the basic ingredients for implementing planned change, but a lack of awareness of these limitations may readily present hurdles. The providing system may have the expertise, but the receiving system may be bounded by constraints. This will therefore affect the goodness of fit between the two systems.

Recommendations. It is important for the providing system to evaluate the nature and limitations of the organization that hinder a proactive, efficient, and effective implementation of activities. The providing system should empathize with the receiving system so that they will be guided in their efforts to implement the planned change efforts.

Table 8.3 lays out the conclusions, implications, and recommendations for Cultural Framework III.

Table 8.3 Cultural Framework III: Conclusions, Implications, and Recommendations in Relation to the Fit Between Action Research and the Organizational Culture

Variable	Conclusions	Implications	Recommendations
Organizational			
Leadership	It can be concluded that leadership is an important component of the organizational culture. Findings suggest that the leaders of the system are perceived positively by members. They are said to be using their power and influence in a democratic way. This characteristic makes the organizational culture significantly compatible with the action research framework.	This implies that the manner in which the leaders are managing the organization may in one way or another reflect the way they will behave in the action research framework. However, it should be noted that in spite of the shared leadership and decision making, the members are passive because of the nature of their tasks.	In future action research endeavors, it is imperative for the providing system to be aware of the perceptions of system's members regarding who the leaders are in the organization. Leadership types present in the organization will help action researchers in modifying the application of action research.
Structure	It can be concluded that the local organization's hierarchy is not complicated which helps facilitate a team approach to management and an open line of communication. This reflects a degree of compatibility with action research.	An analysis of the organizational hierarchy may provide some insights regarding how action research can be applied. In this particular study, the local hierarchy is less complicated which may provide a feasible application of action research.	Action research professionals should not limit the analysis of a local level's hierarchy. They should consider the hierarchy of the divisional, regional, national, and international levels. It should be remembered that the local level is part of these levels and; program planning can be dictated by the higher levels.
Orientational			
Emotional	It can be concluded that the feelings of intimacy and acceptance among organizational members help them in performing their roles and responsibilities. Support for each other is a reflection that the organization is likely compatible with the action research framework.	Feelings of intimacy and acceptance among members of the organization can be attributed to the fact that they are faced with certain constraints that will need support from each other.	Examining the reasons why members are closely-knit should be an important component of the action research effort because reasons can be indicators for establishing relationship with members of the receiving system. The client system may be too cohesive that establish -ing a partnership may be difficult to pursue.
Attitudinal	It can be concluded that the organizational culture may require certain characteristics for its future members. Action research requires structural and cultural representation among its members. This general attitude may	It is implied that his particular cultural element reflects certain compatibilities and incompatibilities. This shows that certain roles are expected to fit the cultural norms of the organization, and as a consequence, may help	It is imperative for action researchers to examine how an organization deals with acceptance of future members in the group. If action researchers become aware of what roles are expected by the organization for its

Table 8.3 continued

Variable	Conclusions	Implications	Recommendations
	reflect a degree of incompatibility in the action research approach. On the other hand, feelings of acceptance are expressed among organizational members which makes it likely compatible with the action research approach	achieve the goals of the group.	members, then action research strategies can be laid out.
Symbolical	To conclude, symbols are important elements of the organizational culture because they play a role in the assessment of fit with action research.	It can be implied that symbolical elements may reveal important characteristics about the organization that may not be observed in a regular setting.	Providers in the action research effort should unravel symbolical elements in the organization that may provide a link with action research. Failure to consider such elements may be a reason for the "mistfit" between action research and the organizational culture.
Operational			
Behavioral	It can be concluded that factors determine the reactive behaviors of the organization, making it less compatible with the action research framework.	It can be implied that with certain constraints (i.e., finances, manpower, time) and nature of the organization, the receiving system's culture is affected. Achievement of goals and implementation of activities will be difficult.	Future action research endeavors should focus on the factors that may contribute to an organization's proactive and reactive behaviors.
Relational	It can be concluded that it is essential to examine relational aspects because they reflect how organizational members form relationships within themselves.	An important implication regarding this is that the manner in which organizational members relate to each other may influence their relationship with the providing system in the action research effort.	It is recommended that action research professionals should put emphasis on the way organizational members relate with one another. Collaboration may be present in the organization but may not be enough to decipher whether there is a fit between action research and the organizational culture.
Functional	It can be concluded that the nature and limitations of the organization have an impact on the effectiveness and efficiency of the organization.	Action research may have the important features for planned change effort to succeed. However, if the receiving system is faced with constraints, then it may cause problems in the application of action research.	It is vital that action research efforts should incorporate an examination of the nature and limitation of the client system. Being aware of such limitations may help the providing system to develop feelings of empathy for the client system.

Limitations of the Study

The author considered time as one of the limitations of the study. An analysis of this kind of study entails ample time because of the complexity of the cultural elements that comprises the organization. The study would not be justified if certain elements of the culture are selected and others are eliminated. The author faced these constraints. He opted to examine a broad array of variables rather than focus on a few. However, with enough time, an in-depth analysis could have been achieved.

The previous role that the author played in the Oak Park study may have provided many advantages. However, this role may have also provided some limitations. As has been mentioned in Chapter IV, ethical dilemmas confronted the author. He desired to delve more into the internal workings of the organization. However, he realized that certain boundaries should be established so that the research subjects will not be obligated to provide input beyond what is expected of them. The author also recognized the importance of gaining trust and credibility from the subjects and, by doing so, gave up other opportunities that may have provided valuable information for his research.

Observation of natural settings that allow for explicit note-taking were mostly limited to regular and special meetings. The author did not jot notes during observations done in informal settings, such as lunch breaks, clients' interaction in the waiting room, and informal gatherings. He relied on memory to produce written information.

To check for validity and reliability, the author failed to ask other individuals to give their interpretation of the data that he collected. In this research, the author was the only one who interpreted the findings and formed conclusions from them.

Implications and Recommendations
For Future Research

This research failed to study directly the features of action research to assess its fit with the organizational culture. Only the elements of the organizational culture were examined and analyzed. It is recommended that a simultaneous analysis of both the elements of action research and the organizational culture be conducted in order to assess the degree of fit between the two frameworks. This approach may provide a more complete picture of the study.

Research done on a human service agency, such as The Salvation Army, may provide scholarly interests for the academicians. However, it can be implied that this study cannot be generalized to any other organizational setting. The author recommends that future research be conducted on other types of organizational settings (e.g., a public organization which is not dealing with service delivery, a private organization which does not have a spiritual component in it). This may open avenues for a broader replication of the study.

Another research venture to consider involves going beyond a single case analysis. The author recommends a comparative study of two organizations, and how each is appropriate to action research. It would be interesting to examine elements of both organizations that are compatible and incompatible with action research.

The author also see a research possibility that compares action research with another type of technical assistance approach (e.g., Participatory Research). These two types of approaches can be comparatively studied in relation to their appropriateness to a specific organization.

Finally, instead of using a qualitative approach, quantitative methods or a combination of both, could be utilized to assess the degree of fit between action research and the organizational culture.

APPENDICES

APPENDIX A

Interview Schedule for Primary Informants

Interview Schedule

Name:

Position:

I. Cultural Framework I

A. Temporal Dimension

1. Time Orientation

a. Do you look back at the history of your organization as a guide to your programs and activities? If yes, why? If no, why not?

b. In the planning and implementation of your organization's activities, do you look back to your past experiences as an individual member of the organization? If yes, why? If no, why not?

c. Do you dwell on past experiences when those efforts are successes? When they are failures? Why?

d. Do you think your organization is performing its functions in a day-to-day basis? If yes, why? If no, why not?

e. How does the organization plan its activities? Weekly? Monthly? Quarterly? Yearly?

f. Do you reflect on how the organization will be like ten years from now? If yes, why? If no, why not?

g. If given a choice, would you implement your programs and activities similar to what your organization: a) had done in the past, b) the way your organization is doing it in the present, or c) do you want to change it in the future?

2. Time Management

a. Does your organization perform its tasks one at a time? Divided into appointments and compartments?

b. Do you find it more effective if your organization accomplishes one task first before proceeding to the next?

c. How you think your organization looks at time as a resource?

d. Does your organization do several things simultaneously?

e. Are you comfortable in implementing tasks simultaneously?

f. In your observation, do you think your organization puts more importance on what is accomplished than by a clock (i.e., the amount of time spent is less important than the quality of the task accomplished)? Why or why not?

g. Do you think your organization values relationship than efficiency (i.e., rapid completion of a task may not be valued)? Why or why not?

h. Do you think your organization works in phases and cycles? Why or why not?

B. Spatial Dimensions

1. If you are given a choice, would you rather have an office with open landscape, with partitions low enough to allow everyone to see over the top of them or a closed landscape with doors that are always kept shut? Give the reason for your choice.

2. Why do you think clients should wait in a separate room?

3. During lunch hours, why do you think staff members eat in a separate room away from the clients?

4. In the upcoming capital campaign, what changes can you foresee in the physical setting in your office? Why do you think this change is very important?

5. During staff meetings, are you comfortable with the way members are seated in relation to one another? why or why not?

6. During advisory board meetings, are you comfortable with the way members are seated in relation to one another? why or why not?

7. Do you observe a difference in the seating arrangement between staff meetings and advisory meetings?

II. Cultural Framework II

A. Mission of the Organization

1. In a few words, what do you think is the main goal or agendum of The Salvation Army?

2. How do you think this goal is accomplished?

3. Do you perceive obstacles in the accomplishment of the goal? How do you approach these barriers?

4. Does it matter greatly if the religious mission of the organization is incorporated into its broader mission?

5. Does this incorporation inhibit the organization's role in the outside environment?

B. Strategic Means

1. Can you cite instances when the external environment (e.g., other agencies and organizations) are posing demands on your group?

2. What strategies does your organization employ in order to meet the demands of the external environment (e.g. the demands of the client population, a need to assess the problems of the clients, etc.)?

3. How do you meet the demands of the outside environment on the organization?

4. In what ways does the organization relate to the larger environment (i.e., agency establishing networks or collaborating with other agencies and organizations)?

5. How open or receptive are you with the changes that are being introduced in the organization (e.g., change in the needs of the clients, a need to establish new programs, a need to renovate the building)?

6. What strategies are you or is your organization utilizing in dealing with the anticipated changes that you mentioned in your organization?

C. **Roles**

1. Do you view your organization as a very important component of the community/external environment? Why or why not?

2. In what ways is your organization a very important component of the community/external environment?

3. Do other organizations rely heavily on your organizations? Why or why not?

4. What resources do other agencies rely on in your organization?

5. Do you view your organization as solely dependent on other systems of the external environment?

6. Does your organization have the resources that it needs to accomplish its mission?

7. What resources does your organization lack and makes you dependent on other organization in order to accomplish your goal?

8. Do you think that your organization should harmonize or work in cooperation with other organizations to fulfill its tasks?

9. When it comes to resources, is your organization involved in a reciprocal relationship with the other organization in the external environment?

10. In what specific ways do you share your resources with other organizations in the external environment?

III. Cultural Framework III

A. Organizational

1. Leadership

a. Who do you perceive are the "leaders" of this organization? Why do you think so?

b. Who makes the major decisions in the organization?

c. What types of decisions are made?

d. Who participates in the decision-making?

e. What types of participation are elicited in the decision-making process?

f. Who do you perceive has the power and influence in the organization?

g. How are they using this power and influence?

h. Do you think you have power and influence in the organization?

i. To what extent is the City Coordinator powerful and influential? the Administrative Assistant? the Advisory Board Members? the staff?

2. **Structure**

a. Do you think the organization possesses a complicated hierarchy (composed of different levels and positions)?

b. What do you think is the effect of the hierarchical structure on the implementation and performance of the organization's tasks?

c. How does the organization divide labor among staff members and Advisory Board members?

d. Do you think the tasks in the organization are specialized?

e. Do you think your organization is involved in team- building and collaborative efforts?

f. Are you comfortable in a collaborative arrangement in the organization?

g. What formal communication channels are being used in the organization (e.g. telephone, letters, etc.)?

h. What do you think is the most effective formal communication channel?

i. What informal communication channels are being used in the organization?

j. What do you think is the most effective informal communication channel?

k. Do you think the line of communication in the organization is open? Why or why not?

B. **Orientational**

1. **Symbolical**

a. Why do you think you or other members of the organization wear uniforms? What does it symbolize?

b. Do you think wearing uniforms is essential in accomplishing the goals of the organization?

c. Why do you address other organizational members with military designations?

d. What do you think is the effect of the adaptation of a quasi-military orientation on the interaction among the staff members? With the client system?

e. What other artifacts (e.g., kettles) does your organization utilize in your programs and activities?

f. What is the significance of using these artifacts?

g. Why are you so busy during the Holiday Season as compared to the rest of the year?

h. Why do you pray after each staff meeting and not after each Advisory Board meeting?

i. Do you or other members of the organization share your religious beliefs with other members of the staff? With the clients that you serve?

j. Do you use certain words and terms that only The Salvation Army culture knows? How did these words come about?

2. Attitudinal

a. Do you think you are perceived by other members of the organization as an important part of the group?

b. What do you think are the characteristics that the individual should possess in order to adjust and be accepted in the group?

c. What do you think are the criteria in recruiting the staff members?

d. What do you think are the criteria in recruiting the Advisory Board members?

e. How do you think are the clients perceived in the organization--as an individual with unique needs or as someone who has similar needs with the rest of the client population?

f. What difficulties have you met with the client population?

g. How do you go about solving these difficulties?

3. Emotional

a. Can you say that the organization is a closely-knit family? Why?

b. Do you feel accepted in the group? Why or why not?

c. Do you think that you know the members of the staff well?

d. Do you think that mutual concern and trust is established among members in the organization?

e. Do you perceive any differences regarding the relationship among the staff members and relationship between Advisory Board members?

f. What do you think are the factors that can contribute to these differences?

C. Operational

1. Behavioral

a. What common steps does the organization take when it is faced with major problems?

b. What does the organization do when problems are inevitable?

c. Do you only perform tasks that are assigned to you?

d. Do you think the organization plans and implements activities when immediate needs arise?

e. Does it establish programs that are based on immediate needs?

f. Do you think the organization plans and implements activities that are beyond mission and goals?

g. What common strategies do the organization employ in order to enhance its effectiveness?

h. To what extent is the organization innovative in your programs? Explain.

2. Relational

a. Do you think those individuals who are in power in the organization are obligated to take care of those not in power?

b. Do you think all staff members are consulted by leaders to contribute relevant information? Why or why not?

c. Do you think all information and skills of individuals are relevant in accomplishing the goals of the organization?

d. Do you think power is shared among members of the organization? How?

3. **Functional**

a. Do you think the members are well-coordinated and interdependent in the accomplishment of the goals?

b. To what extent are you collaborating with other members of the staff in the implementation of your activities?

c. In what ways are you involved in problem solving?

d. Who do you think are the people involved in problem solving? Why?

e. In what ways are you involved in the creative generation of ideas and solution to the problems?

f. In what ways are the programs and activities implemented in an efficient way?

g. In what ways are the programs and activities implemented in an effective way?

h. What problems do you perceive in achieving efficiency in the implementation of the programs and activities?

i. What problems do you perceive in achieving effectiveness in the implementation of the programs and activities?

Appendix B

Interview Schedule for Secondary Informants

Interview Schedule

Name:

Position:

Secondary Informant___

I. Cultural Framework I

A. Spatial Dimensions

1. If you are given a choice, would you rather have an office with open landscape, with partitions low enough to allow everyone to see over the top of them or a closed landscape with doors that are always kept shut? Give the reason for your choice.

2. Why do you think clients should wait in a separate room?

3. During lunch hours, why do you think staff members eat in a separate room away from the clients?

4. During staff meetings, are you comfortable with the way members are seated in relation to one another? why or why not?

II. Cultural Framework II

A. Mission of the Organization

1. In a few words, what do you think is the main goal or agendum of The Salvation Army?

2. How do you think this goal is accomplished?

III. Cultural Framework III

A. Organizational

1. Leadership

a. Who do you perceive are the "leaders" of this organization? Why do you think so?

b. Who makes the major decisions in the organization?

c. Who participates in decision-making?

d. What types of participation are elicited in the decision-making process?

e. Who do you perceive has the power and influence in the organization?

f. How are they using this power and influence?

g. Do you think you have power and influence in the organization?

h. To what extent is the City Coordinator powerful and influential? The Administrative Assistant? The Advisory Board Members? The staff?

2. Structure

a. Do you think the organization possesses a complicated hierarchy (composed of different levels and positions)?

b. What do you think is the effect of the hierarchical structure on the implementation and performance of the organization's tasks?

c. How does the organization divide labor among staff members and Advisory Board members?

d. Do you think the tasks in the organization are specialized?

e. Do you think your organization is involved team in building and collaborative efforts?

f. Are you comfortable in a collaborative arrangement in the organization?

g. What formal communication channels are being used in the organization (e.g., telephone, letters, etc.)?

h. What do you think is the most effective formal communication channel?

i. What informal communication channels are being used in the organization?

j. What do you think is the most effective informal communication channel?

k. Do you think the line of communication in the organization is open? Why or why not?

B. Orientational

1. Symbolical

a. Why do you think you or other members of the organization wear uniforms? What does it symbolize?

b. Do you think wearing uniforms is essential in accomplishing the goals of the organization?

c. Why do you address other organizational members with military designations?

d. What do you think is the effect of the adaptation of a quasi-military orientation on the interaction among the staff members? With the client system?

e. What other artifacts (e.g., kettles) does your organization utilize in your programs and activities?

f. What is the significance of using these artifacts?

g. Why are you so busy during the Holiday Season as compared to the rest of the year?

h. Why do you pray after each staff meeting and not after each Advisory Board meeting?

i. Do you or other members of the organization share your religious beliefs with other members of the staff? With the clients that you serve?

j. Do you use certain words and terms that only The Salvation Army culture knows? How did these words come about?

2. Attitudinal

a. Do you think you are perceived by other members of the organization as an important part of the group?

b. What do you think are the characteristics that the individual should possess in order to adjust and be accepted in the group?

c. How do you think the clients are perceived in the organization as an individual with unique needs or as someone who has similar needs with the rest of the client population?

d. What difficulties have you met with the client population?

e. How do you go about solving these difficulties?

3. Emotional

a. Can you say that the organization is a closely-knit family? Why?

b. Do you feel accepted in the group? Why or why not?

c. Do you think that you know the members of the staff well?

d. Do you think that mutual concern and trust is established among members in the organization?

C. Operational

1. Behavioral

a. Do you only perform tasks that are assigned to you?

2. Relational

a. Do you think those individuals who are in power in the organization are obligated to take care of those not in power?

b. Do you think all staff members are consulted by leaders to contribute relevant information? Why or why not?

c. Do you think all information and skills of individuals are relevant in accomplishing the goals of the organization?

d. Do you think power is shared among members of the organization? How?

3. Functional

a. Do you think the members are well-coordinated and interdependent in the accomplishment of the goals?

b. To what extent are you collaborating with other members of the staff in the implementation of your activities?

c. In what ways are you involved in problem solving?

d. Who do you think are the people involved in problem solving? Why?

e. In what ways are you involved in the creative generation of ideas and solution to the problems?

APPENDIX C

Interrelationships Among the Three Research Techniques

Organizational Culture Variables	Interviews	Examination of Documents	Observations
Cultural Framework I			
Temporal Dimension			
Time Orientation	Respondents are asked whether they look back at their history to plan their programs or if they plan their activities based on future goals and agenda.	-Calendar of activities are examined in relation to how they are planning their activities. -Annual reports are looked at on the basis of how they accomplished their activities based on a given timeline.	Through observations of meetings, notes are taken regarding how the members of the organization are planning their activities.
Time Management	Respondents are asked whether: -they look at time as an important resources -they implement their activities in stages and cycles.	-Documents that include timeline are examined in relation to how they set their priorities and activities. -Analyzed documents that reflect the use of evaluation.	Notes are taken of situations that indicates time consciousness on the part of the staff.
Spatial dimension			
Sociofugal/Sociopetal aspects	Respondents are asked regarding their feelings about their office landscape. They are also asked regarding comfortability in seating arrangements during meetings.	Architectural floor plans are examined to confirm whether the landscape is open or closed.	Observations are made regarding the actions of the people based on the physical settings. Also to be noted are the seating arrangements during meetings.
Cultural Framework II			
Mission	Respondents are asked regarding how their mission is accomplished and what problems do they perceive in achieving their mission.	History books and manuals are examined to confirm the stated mission or agenda of the organization.	Observations are made to relate how the mission is accomplished through the performance of their activities.

Appendix C continued

Organizational Culture

Variables	Interviews	Examination of Documents	Observations
Strategic Means			
Adaptation	Respondents are asked about the means that they employ in meeting the demands of outside community.	-Reports are examined regarding the influx of demands and how they are able to meet the demands (e.g., if clients' demands increased, how is the agency adjusting if they lack staff or manpower).	Take not of how they handle clients' demands (e.g. clients' visits, serving lunch, etc.).
Integration	Respondents are asked regarding the agency's involvement with other organizations in the outside community.	Written accounts are examined regarding the involvement of the agency with other groups.	Observations are made on agency's interaction with other groups.
Stabilization	Respondents are asked regarding their openness to changes that are introduced for the outside community.	Analyzed documents that show how they are making use of the Oak Park Study and how the organization is dealing with the 1989 Capital Campaign.	Take note of the reactions of the staff regarding the changes that are introduced from the outside community.
Roles			
Superior-Pivotal	Respondents are asked whether they view themselves as an important group in relation to other groups in the community.	Analyzed documents that contain evidences that the agency is vital in the community.	-Take note of verbal and non-verbal gestures that indicate their feelings of importance in the community.
Collaborative-Egalitarian	Respondents are asked whether their agency is involved in a collaborative undertaking with other groups in the community.	Analyzed documents that reflect activities where the agency is involved in a collaborative arrangement.	Take note of verbal and non-verbal gestures regarding the importance given by staff to collaboration.
Inferior Dependent	Respondents are asked whether the agency rely on other systems in the accomplishments of their goals.	Analyzed documents that contain evidences of agency's dependency on other groups.	Take note of verbal and non-verbal gestures that manifest a dependency attitude.
Cultural Framework III			
Organizational			
Leadership	Respondents are asked regarding: -their perceptions of who are the leaders, powerful, and influential in the agency -the extent to which they have power and influence	-Organizational charts are examined to determine the leadership structure of the agency. -Minutes of meetings are analyzed to determine whether there is participatory process in decision-making.	Take note of staff/member participation in decision-making.

Appendix C continued

Organizational Culture

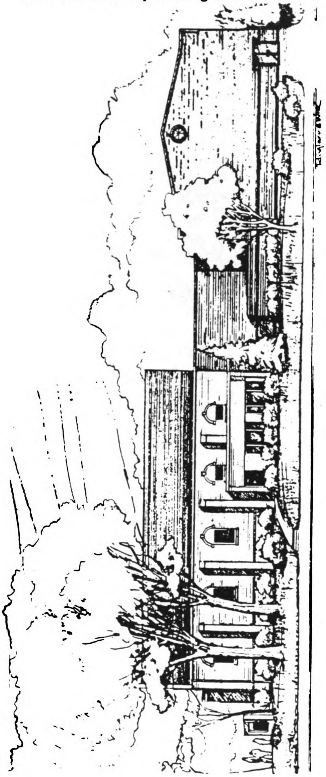
Variables	Interviews	Examination of Documents	Observations
	-their involvement in the decision-making process.		
Structure	Respondents are asked regarding: -their perceptions of the hierarchical structure of the agency -division of labor among them -presence of communication channels.	Documents are analyzed like: -organizational structure * who reports to whom * flow of decisions -what forms of communication are used.	Take note of manifestation of team building. Also consider whether the hierarchy's structure affects their interaction.
Orientational			
Symbolical	Respondents are asked regarding: -their perceptions of the wearing of uniforms -their perceptions of a quasi-military orientation -their religious beliefs -use of artifacts.	Analyzed manuals on policies and procedures to seek explanation -rituals/ceremonies -religious practices.	Take note of the effect of these traditions in the implementation of their activities. Does it enhance or inhibit their performance?
Attitudinal	Respondents are asked regarding: -how they are accepted in the group -whether they feel important in the group -how members (staff and advisory) are recruited.	Analyzed documents that present evidence on how they recruit staff and advisory Board members.	Take note of how members deal with each other in the group. Are there evidence of the exclusion of other members?
Emotional	Respondents are asked whether: -they perceive their group as a close-knit family -they know each other well -they feel accepted in the group	Analyzed documents that reflect the agency's principles on who to deal with its constituents.	Take note of situations--camaraderie and close personal ties and manifested.
Operational			
Behavioral	Respondents are asked whether: -they only perform tasks assigned to them -they go beyond the assigned functions.	Analyzed documents that have evidences that show innovativeness in their programs.	Take note of situations: -the way they deal with clients' needs -the way they provide services
Rational	Respondents are asked whether they are consulted for their input regarding other members of the staff.	Analyzed reports that show how the staff are consulted regarding the activities of the agency.	Take note of areas where: -leaders are caring of their subordinates -leaders consult their subordinates.

Appendix C Continued

Organizational Culture Variables	Interviews	Examination of Documents	Observations
	Respondents are asked whether: -they are well-coordinated and in collaboration with others in performing their tasks -they are involved in problem-solving -they implement their activities in an effective and efficient manner.	Analyzed written reports indicating this assignment of responsibilities of staff: -whether they are involved in generating ideas related to their goals -whether the members are involved in problem -solving -whether the members are involved in an efficient and effective implement -ation of agency activities.	Take note of how the activities are coordinated: -Are they working well in terms of coordination? -How involved they are in problem-solving? Take note of evidence of effective and efficient implementation.

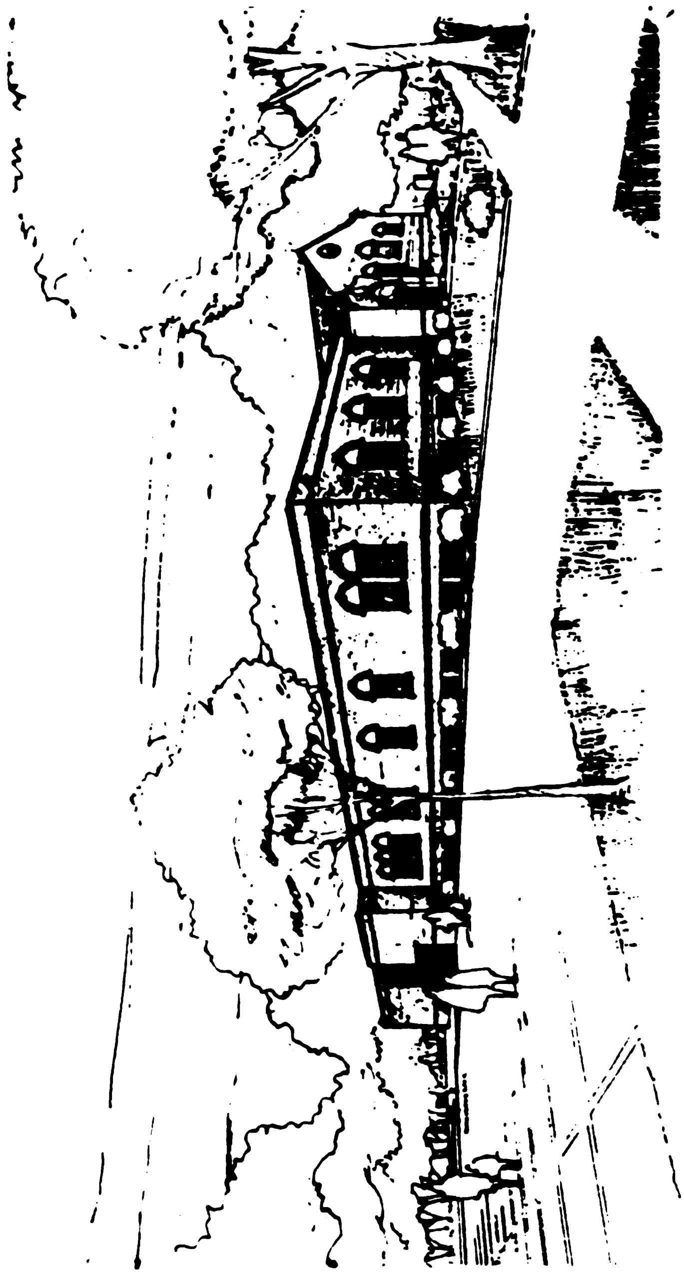
APPENDIX D

The Salvation Army Building Facade



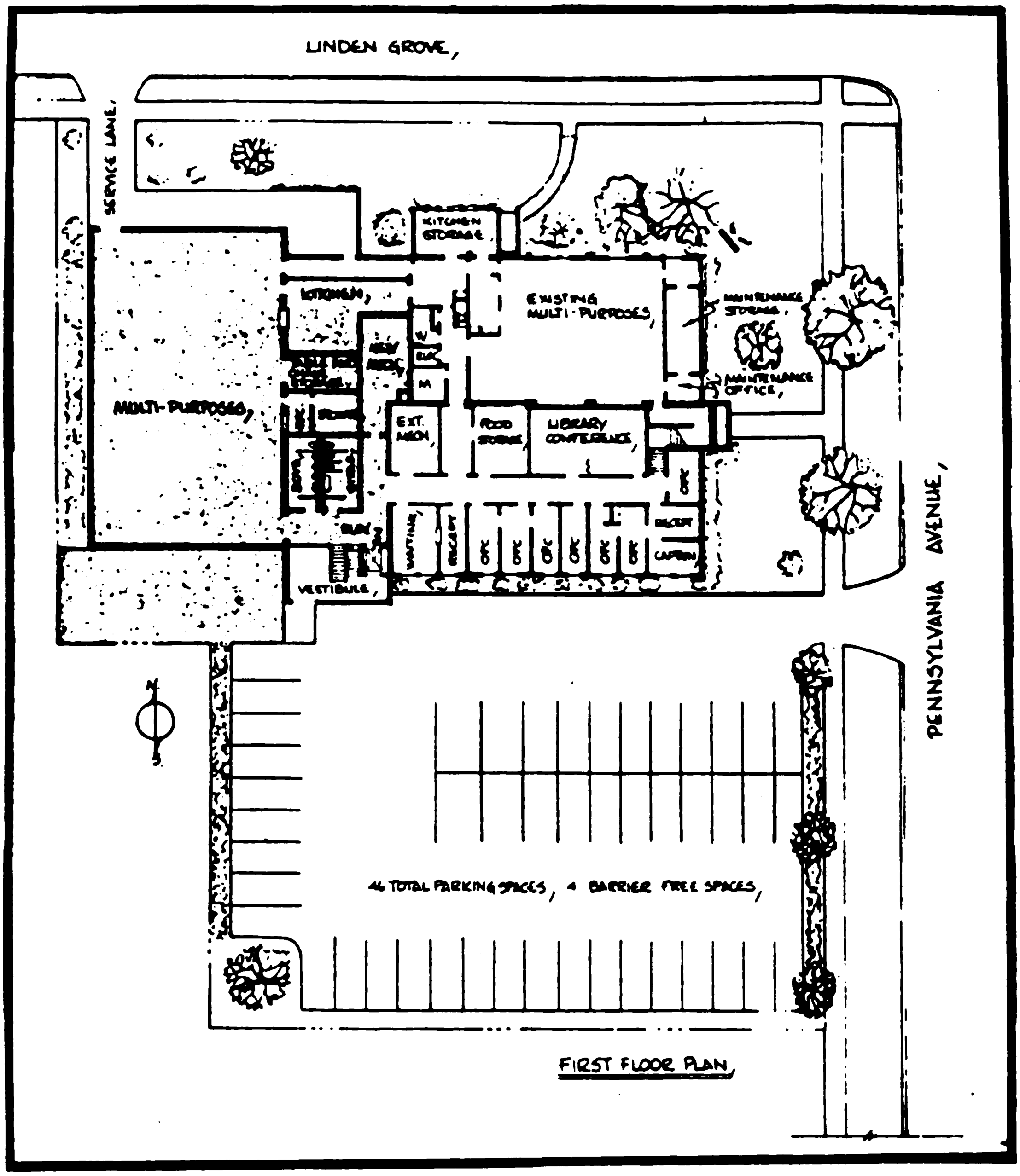
Appendix E

The Future Salvation Army Building



Appendix F

The Salvation Army Building Renovation Floor Plan for the Capital Campaign



Appendix G

Seating Arrangements: Advisory Board Meetings, Staff Meetings

Legend for the Seating Arrangement:

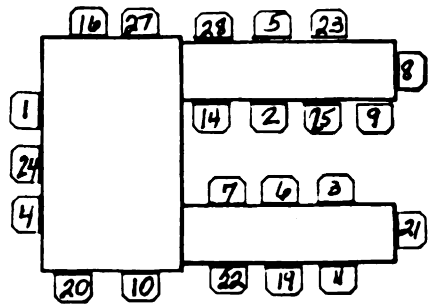
Staff of the Salvation Army

Staff	No.
City Coordinator	1
Wife of the City Coordinator	2
Administrative Assistant	3
Bookkeeper	4
Director of Social Services	5
Campaign Coordinator	6
Secretary	7
Kitchen Coordinator	8
Custodian	9
Food Closet Coordinator	10
Corps Assistant	11
Wife of the Corps Assistant	12
Social Worker	13
Student Intern	14
Researcher	15

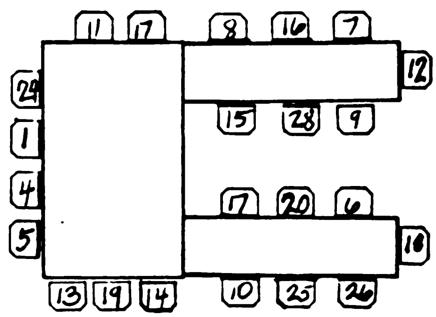
Advisory Board of the Salvation Army

Board Member	No.
Chairperson	1
Vice Chairperson	2
Treasurer	3
Secretary	4
Past Chairperson	5
Member	6
Member	7
Member	8
Member	9
Member	10
Member	11
Member	12
Member	13
Member	14
Member	15
Member	16
Member	17
Member	18
Member	19
Member	20
Member	21
Member	22
Member	23
City Coordinator	24
Researcher	25
Bookkeeper	26
Campaign Coordinator	27
Secretary	28

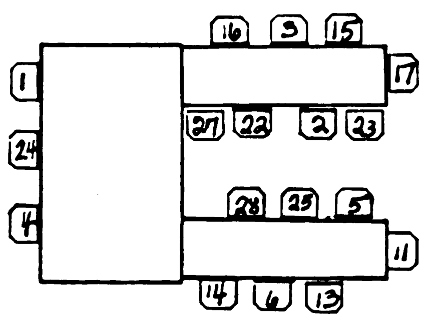
Advisory Board Meeting
Date July 19, 1988



Advisory Board Meeting
Date August 11, 1988



Advisory Board Meeting
Date September 8, 1988



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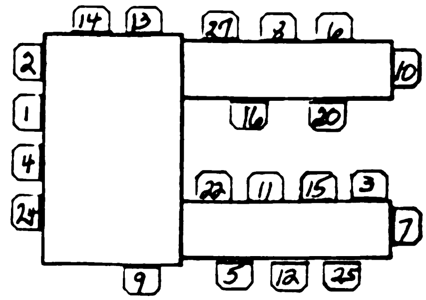

Advisory Board Meeting
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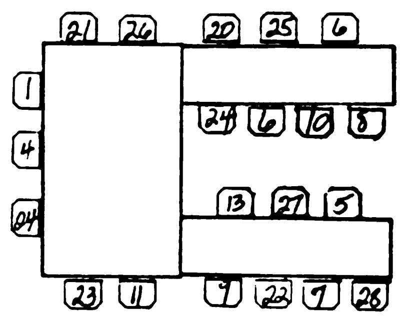
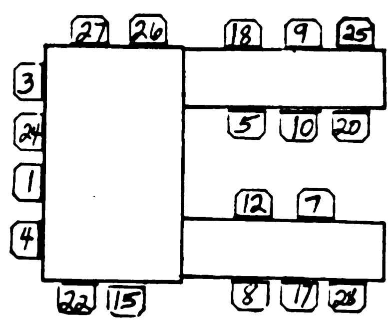
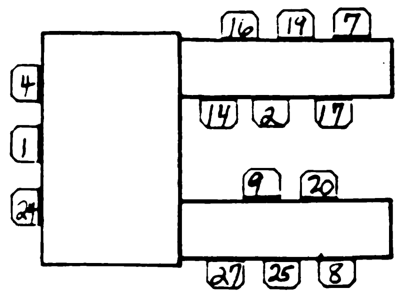


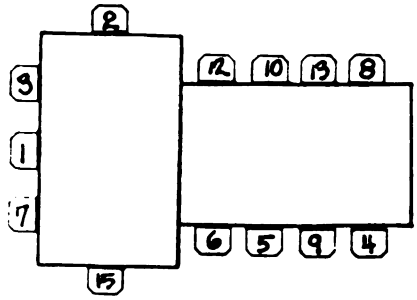
Advisory Board Meeting
Date January 12, 1989



Advisory Board Meeting
Date February 9, 1989



Staff Meeting
Date June 7, 1988



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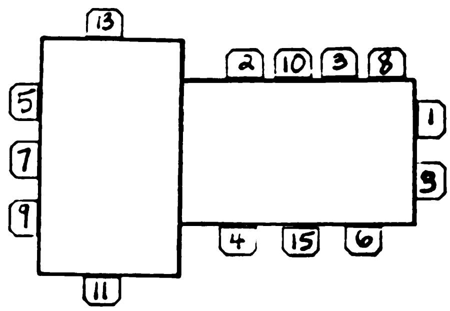
Date June 13, 1988



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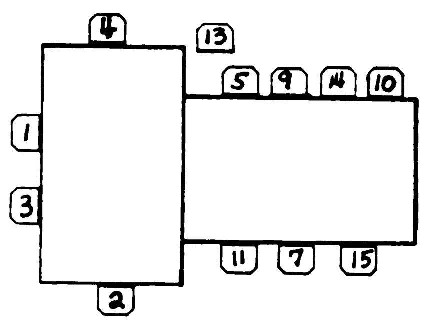

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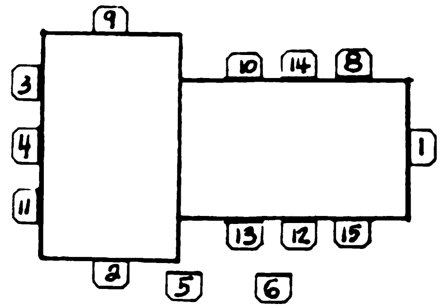
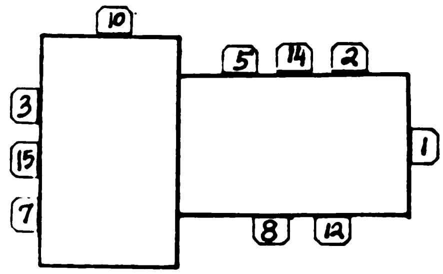
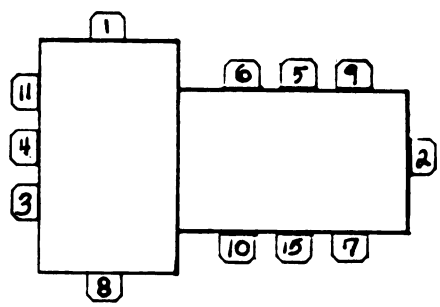


Staff Meeting
Date August 1, 1988



Staff Meeting
Date August 8, 1988



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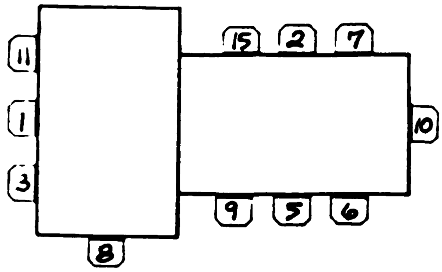
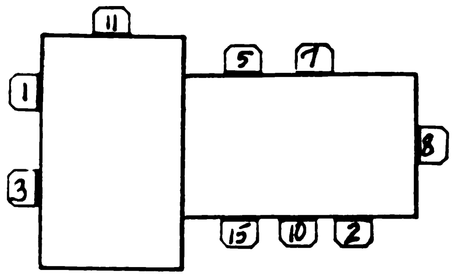


Staff Meeting
Date August 22,1988



Staff Meeting
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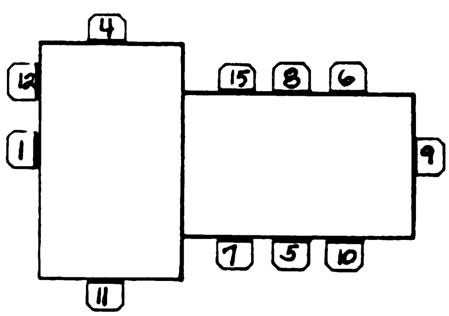

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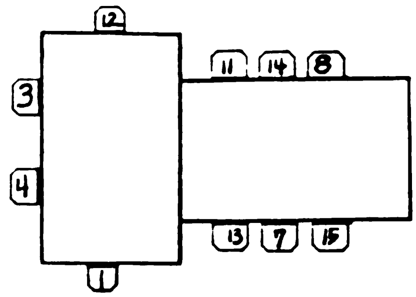

Staff Meeting
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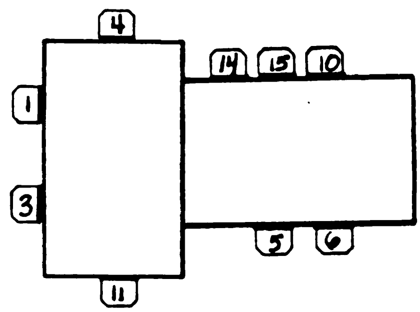

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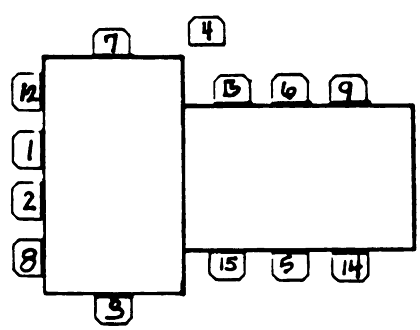
Date September 26,1988



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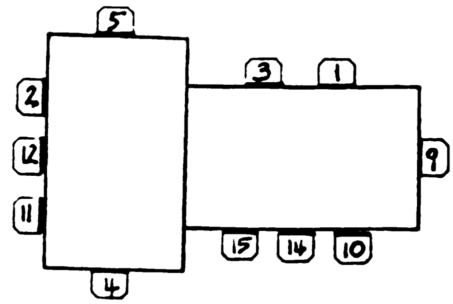
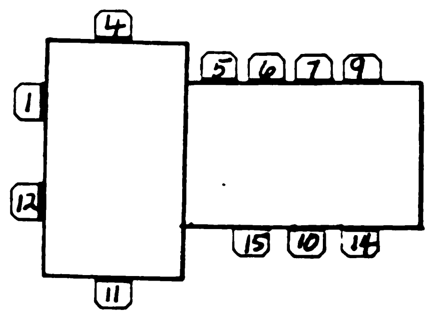
Date October 3,1988



Staff Meeting
Date October 10,1988



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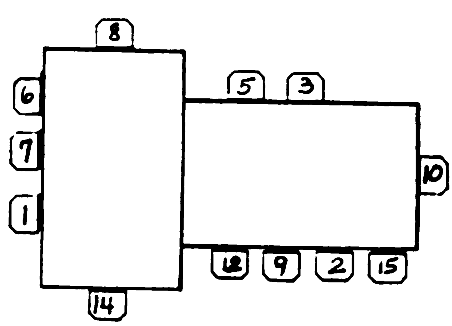

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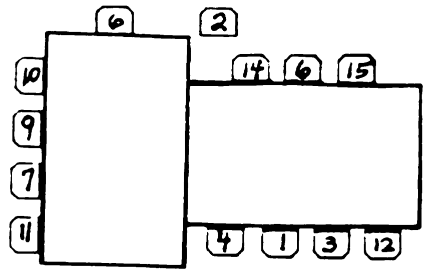

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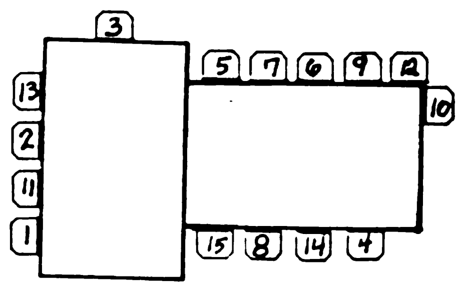

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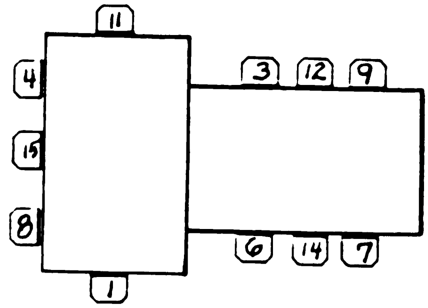

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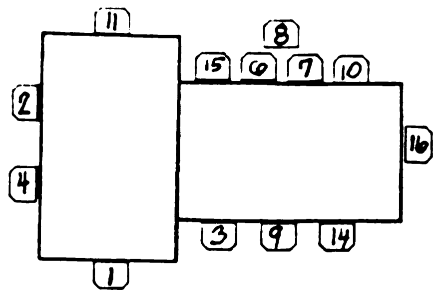

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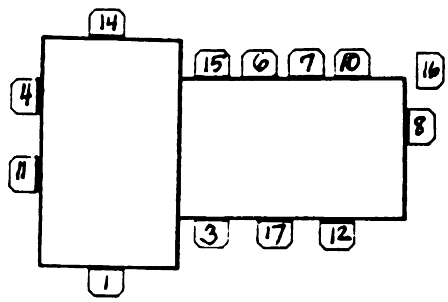

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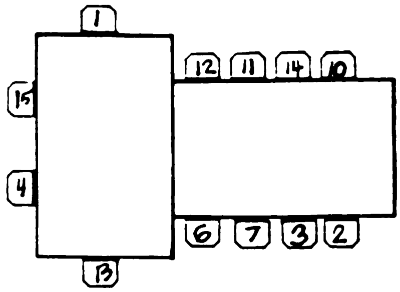

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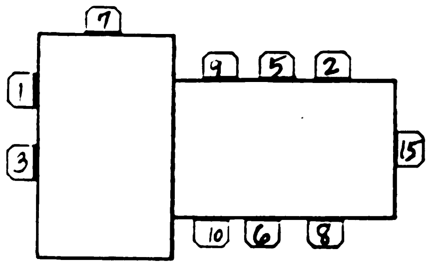

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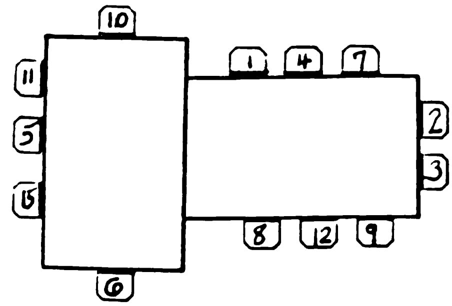

Appendix H

The Salvation Army Shield

Appendix I

The Salvation Army Crest

Appendix J

The Salvation Army Mission Statement

THE SALVATION ARMY MISSION STATEMENT

The Salvation Army, founded in 1865, is an international religious and charitable movement organized and operated on a quasi-military pattern and is a branch of the Christian church. Its membership includes officers (clergy), soldiers/adherents (laity), members of varied activity groups and volunteers who serve as advisors, associates and committed participants in its service functions.

The motivation of the organization is love of God and a practical concern for the needs of humanity. This is expressed by a spiritual ministry, the purposes of which are to preach the Gospel, disseminate Christian truths, supply basic human necessities, provide personal counseling and undertake the spiritual and moral regeneration and physical rehabilitation of all persons in need who come within its sphere of influence regardless of race, color, creed, sex or age.

Approved by the
Commissioners' Conference, U.S.A.
May 1982

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