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## ABSTRACT

### SOME SOURCES OF DISUNITY AND CONFLICT BETWEEN YOUNGER AND OLDER CORPORATION EXECUTIVES

By

Gerard E. Fisher

In the early 1970's a number of qualified observers of the management scene expressed concern regarding the development of a possible new form of a generation gap in corporations. Their estimate of the situation was that if the gap went unnoticed by corporations, the corporations could well experience unproductive conflict between their younger and older executives.

The purpose of this project was to investigate the validity of the claims of these qualified observers by systematically surveying attitudes concerning sources of disunity and conflict between younger and older corporate executives. The survey research consisted of two phases, first interviews and then questionnaires.

Interviews were conducted with 120 managers, 66 between 21-30 and 54 between 31-65 years old, from 12 corporations. The managers responded to open-ended questions from a basic interview schedule. They provided their impressions on the development of a new generation gap in corporations and the possible sources of disunity and conflict between younger and older corporate executives. The interviewees also assisted in the development of a 131 item, modified Likert scale questionnaire.

The questionnaire was designed around the basic contentions of the

management observers and the potential sources of disunity and conflict uncovered during the interviews. A total of 800 questionnaires were administered to managers in four corporations and of the 800, 514 were returned.

Seven statistical analyses were performed on the questionnaire data:

- 1) a PA 1, orthogonal factor analysis,
- 2) a MANOVA with the factors from the PA 1, orthogonal factor analysis as the dependent variables and age groupings 21-30, 31-40, 41-59 and 60-65 as the independent variable,
- 3) a MANOVA with the factors from the PA 1, orthogonal factor analysis as the dependent variables and company as the independent variable,
- 4) abc) three separate MANOVAs for companies 1, 2 and 3 respectively with the factors from the PA 1, orthogonal factor analysis as the dependent variables and with the age groupings 21-30, 31-40, 41-59 and 60-65 as the independent variable (the fourth company was omitted because of limited sample size),
- 5) a stepwise regression analysis with the factors from the PA 1, orthogonal analysis and the bio data items as the dependent variable and age as the independent variable.
- 6) a t test for difference between mean responses on each of the 131 items in the questionnaire for the age groupings 21-30 and 31-65,
- 7) a plotting by age groupings 21-30, 31-40, 41-59, 60-65 of the mean responses to each of the (68) questionnaire items on which .01 or greater significant difference occurred.

The principal findings were:

1) Analysis procedures 2 and 7 revealed differences in attitudes occurred between 21-30 and 31-65 year old executives over 3 of 7 major issues:

- a. involvement in corporate office takeover
- b. causes of discrimination in corporations
- c. loyalty to corporation vs. profession

2) The differences uncovered by analysis procedures 2 and 7 did not indicate younger and older executives were developing opposite sets of attitudes over the 3 major issues of office takeover, discrimination, and company vs. professional loyalty. Rather, the results indicated that the younger executives as a group tended towards the less conservative attitudes, whereas the older executives as a group tended toward the more conservative stance. Specifically, in the order of the strength of significance:

- a. in connection with such emergencies as shutting down the plant for a pollution alert, younger executives were more disposed to condoning the taking over of corporate offices than older executives;
- b. younger executives more frequently saw causes of personnel discrimination as under the control of the corporation while older executives saw this discrimination as beyond corporate control;
- c. younger executives were more inclined to be loyal to their professions as contrasted with the corporation, while older executives were inclined to be more loyal to the corporation

vs. the profession.

- 3) The results from analysis procedures 3 and 4 abc indicated that this significance and spread of the attitude disunity between younger and older executives differed among the four companies.
- 4) The graphing from procedure 7 showed that only 40% of the curves of mean responses for each groups were sufficiently linear for the greatest differences to occur between the 20 to 30 and the 60 to 65 year groups. In 60% of the cases the greatest differences occurred between the 20 to 30 and the 40 to 59 year groups with the 60 to 65 group means tending back towards those of the 20 to 30 group. In other words, 60% of the curves were curvilinear.

This study did not confirm the concern of the management observers that a discrete conflict-producing difference existed in corporations in 1972. Rather, it confirmed that there were varying degrees of disagreement between younger and older executives. Furthermore, it did not confirm that these differences extended over all social issues; rather, they were confined to a few distinct issues. Finally the study did not support the notion that the difference was common to all corporations; rather, it was found that a difference did exist in some corporations, and in other corporations little or no difference was found.



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AND CONFLICT BETWEEN  
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A THESIS

Submitted to  
Michigan State University  
in partial fulfillment of the requirements  
for the degree of

DOCTOR OF PHILOSOPHY

Department of Management

1974

THE UNITED STATES OF AMERICA  
DEPARTMENT OF THE INTERIOR  
BUREAU OF LAND MANAGEMENT

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In every writing effort, the difficulties and loneliness need to be overcome by an outside, objective observer, one who helps you rethink your conceptualization and corrects your composition. My plight was made infinitely easier through weeks of untiring, highly talented assistance from my mother. It was only through her insights and writing ability that this manuscript was able to take its final form. Hence, it is to her that this manuscript is dedicated.

## PREFACE

The following dissertation resulted from years of personal experience and research. My interest in the generation gap first started to gel back in 1968-69 when, as a resident doctoral student at M.S.U., I was witness to the clash taking place between the students and the administration. My interest developed even further when I moved to the University of Dayton and went to live in a house with 15 undergraduates, all of whom were business students and members of Alpha Kappa Psi professional business fraternity. As I was not far removed in age from these students, they were very open in sharing their values with me. From this experience I found that their values and beliefs had shifted from those held by myself and other students who had lived in the same house only three years previous. They were different not only in religious, sexual, and drug values but also in their attitudes regarding the role, value, and purpose of the business corporation.

Along with this personal experience with students, as the director of the Center for Organization and Executive Development, I became involved with the business community as well. My duties required me to conduct over 500 interviews with businessmen in the cities of Cincinnati, Dayton, Columbus, Indianapolis, and Cleveland. While conducting these interviews, I began to notice a different pattern developing in the discourses I had with older and younger corporate executives. This pattern did not hold true in every case; but nonetheless, it seemed apparent that younger and older executives, at many times, had differing sets of values.

With my experiences at M.S.U. and the University of Dayton as a base,



I left executive development work and began full-time research on the effects of a generation gap in corporations. My initial step was to review my tapes and notes of lectures by Eugene Emerson Jennings from my doctoral program at M.S.U. I also reread his numerous articles and books with renewed interest. The background provided to me from Jennings' research and knowledge was a meaningful base from which to begin this study. His was the pioneering and the major, significant research which had been performed to date on the rise of a new generation of young executives.

From this point, I spent the next ten months traveling from corporation to corporation (which, for confidentiality purposes, shall go unnamed) and meeting with executives who gave as much as an hour to several hours of their time to assist me in the development of a proper base for this study.

As always, in any dissertation, the faculty were a significant input to the research paper. The initial chairman of the dissertation was Dr. Dalton McFarland. His guidance in developing my initial sources and corporation contacts and his comments on my initial conceptualizations were most helpful to the study. When Dr. McFarland decided to leave for the University of Alabama to take a university professorship, Dr. Fred Wickert became chairman. His help in tightening the purposes of the study and particularly in developing the questionnaire went far beyond the call of friendship and committee membership. Without his assistance, this study, and any I do in the future, would be quite limited. My deepest gratitude goes out to this talented, patient, and dedicated chairman.

Interpreting the results of the questionnaire was facilitated by

long days of consultation with Dr. Bill Tullar from the University of Rochester and by letter correspondence with Dr. Clay Hammer, the new member of my dissertation committee. To both of them, I express my sincere appreciation.

Finally, a very sincere note of thanks is given to Ms. Kim Christopoulos and Ms. Schula Lynne Keitel, the typists whose help and expert skills made the final draft of this manuscript possible.

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## INTRODUCTION

In the early 1970's, a number of social scientists and qualified management observers expressed concern regarding the development of a new, unparalleled generation gap in the corporations. Each of the authors reached their conclusions about the effects of the gap from their own exploratory research with younger and older members of the corporate executive ranks. The central point of their mutual concern was represented by a prediction which was used as the focal point of several 1970 and 1971 articles in Harvard Business Review (Athos, 1970), Fortune (Gooding, 1971), and Business Horizons (Fielding, 1970). The prediction held that within five years a group of young executives would take over the office of a corporation president in an effort to force socially-oriented concessions from the company. The authors labelled this prediction as realistic, feasible and probable. They also went on to make a number of less dramatic, but still disconcerting, predictions regarding the effects of the generation gap on corporations.

After an examination of these predictions it became obvious that, if they were true, their impact on corporate organizational techniques could be similar to that experienced by the universities in the later 1960's and early 1970's. Unfortunately, in 1971 no data were available to test the actual validity of the predictions and contentions of the management theorists. Although these predictions came from creditable sources, their supporting data were derived from educated opinions extrapolated from semi-related research and personal experience.

The intent of this study was to provide some data from which to determine the nature and extent of a 1972 generation gap in corporations.

Specifically, the study consisted of interview research into the nature of the thought pattern differences which existed in 1972 between younger and older corporate executives. This interview research was then used as a base for developing a questionnaire which provided quantitative data for determining the degree to which a generation gap existed in the corporations studied.

It is hoped that this study will be of value to those who are interested in broadening their understanding of the difference between management age groups in corporations. The reader should be cautioned, however, to remember that the following study was performed in 1972 in a limited number of corporate settings. The data do not take into account the wide range of changes which have taken place since then, nor do they provide any information from which to determine the effect these changes have had on attitudes of corporation executives.

## CHAPTER ONE

### LITERATURE REVIEW\*

#### GENERAL COMMENTS

If one were to have reviewed the literature on the existence of a generation gap between father and son, student and university administrator, or the student and the establishment, an extensive bibliography could have been amassed. Much research has been performed in this area, and many conclusions have been reached. However, a review of the literature on the generation gap in corporations provided a far more limited base from which to draw material. Relatively little had been written in this area, and, as was indicated previously, little or no systematic research had been performed. Furthermore, much of what had been written repeated itself or provided "conventional wisdom" style concepts and theoretical predictions. Despite these limitations, there was a small but valuable collection of writings on the existence of the generation gap in corporations. These writings have been reviewed and used as a beginning basis for this study.

#### THE IMMIGRANT PHENOMENON

The major scholarly book written specifically on the generation gap came from anthropologist Margaret Mead (1969). In this book she outlined several theoretical concepts, the understanding of which are imperative for serious research in this area. Her first concept was titled the "Immigrant Phenomenon." It held that many of the people born before

\*The literature review covered all the significant writings published as of February, 1972, the time at which the initial study was proposed. An attempt was made to capture in the writings up to that date the spirit of the times regarding age differences and their estimated effects on the values and attitudes of the varying age groups.



1940 were like immigrants coming from a different culture, entering the world with feelings, conceptions, and values appropriate to the "old country," the world of the 1920's and 1930's (Mead, 1969). Mead argued that these "phenomena" caused significant disunity and conflict between the two current generations of humans. Each generation was viewing the problem from a different perspective with opposing feelings, values, and concepts at the source of their respective solutions (Mead, 1969).

#### AN "UNPARALLELED" GAP

Another basic point put forth by Mead, and backed by her considerable anthropological expertise, was that she considered this current generation gap as "deep, new, and unparalleled in human history" (Mead, 1969). The world had always experienced a generation gap, she stated, but never before had the gap been as deeply polarizing as the current one. She held that anyone who did not feel that the then current gap was unparalleled had misread the nature, extent, and direction of current changes in our society (Mead, 1969). Some of the changes which she felt contributed to the development of this new generation gap were the following:

- The invention of the computer;
- The development of fusion and fission bombs;
- The moving from a concept of a war in which many men will survive to one in which none will survive;
- The triumph of technology in the heart transplant, convenience foods, sputnik, and moon landings;
- The growth and development of over 25 million youths who have never experienced depression or poverty;
- The discovery of the biochemistry of the living cell, opening the possibilities for test-tube babies, the reversal of the aging process, a multi-fold increase in the capacity of the mind and more;

- The extreme explosion of population growth and the recognition of the certainty of destruction if it continues;
- The releasing of women from the age-old task of devoting themselves completely to reproduction;
- The upsetting of the balance of nature to the point that many leading figures are seriously questioning whether our rivers, lakes, oceans, and atmosphere will be able to support life much beyond the next 30 years;
- The breakdown of the organization of the cities, universities, and religion;
- The linking up of all parts of the world with media such as the jet plane and television; making old civic, state, and national boundaries unrealistic (Mead, 1969).

Mead argued that precisely because of these events, the generation gap existed. She held that if anyone was to develop a realistic understanding of the generation gap, these events must be understood; and it must be realized that they have resulted in an unparalleled conflict of values, assumptions, and attitudes between the generations (Mead, 1969). One of the most important concepts in solving the problems of the generation gap was that:

both the young and old must firmly establish in their minds the belief that this gap is unprecedented, deep, new, and worldwide. As long as the adult thinks he, like the parents and teachers of old, can become introspective and invoke his own youth to understand the youth before him, then he is lost (Mead, 1969).

#### RELATIVISM: A SOURCE OF THE GAP

Harvard educators, George Lombard and Anthony Athos, have both written articles in Harvard Business Review detailing their argument that an unparalleled generation gap was developing in corporations. They based their contention on a research study, performed by William Perry with students from Harvard and Radcliffe Colleges, on the changing conception of knowledge and the intellectual and ethical development of

students during their college years (Perry, 1970). The study found that the intellectual and ethical development of the students moved from a "dualistic," right or wrong conception of knowledge, to a "relativistic," contingent view of knowledge where no absolute right or wrong exists. The relativistic view was based on the conception that "several interpretations are legitimate given the person, his point of view, his purpose, as well as the setting and the thing being addressed" (Athos, 1970).

Using Perry's study as a base, Athos and Lombard built an interesting conceptual schema around what they saw as the development of a conflict-producing gap between the relativistic younger executive and the dualistic older executive. This conflict schema began with a diagnosis of the situation which developed in the universities in the late '60's and early '70's and ended by stating that a similar situation was developing in corporations. Their analysis held that the mutiny which took place in the universities was a direct result of a clash between a relativistic student body and a dualistic university administration.

If I were to seek data with which to answer the question asked at Rotterdam, I would use as a guide the hypothesis that student protest in the 1960's and early 1970's has been a function of the tension between conceptual relativism and bureaucratic behavior is also clear, then protests will be both frequent and intense. A quick review of studies of protest at Berkeley, New York (Columbia), Cambridge (Harvard), Paris, Tokyo, New Delhi and elsewhere indicates that systematic support for this hypothesis would not be difficult to find. In these cases, relativism as a value important to students conflicted with dualism as a value important in the administration (Lombard, 1971).

Athos and Lombard then analogized between the university and the corporation by indicating many examples of how the relativistic, younger executives were clashing with the dualistic, older executives. A typical operational example is the following:

Dualistic: "The only goal of a corporation is to work for a profit."

Relativistic: "In effect, the corporation has a multiplicity of goals; sometimes profit is important, sometimes not; sometimes what is right for the individual is important, sometimes not."

Dualistic: "When I get a good theory, I believe in it and use it as a pillar to my actions."

Relativistic: "When I find a good theory I don't believe in it, but rather I use it until something better comes along."  
(Athos, 1970).

The final parallel between the university and the corporation was drawn when Athos and Lombard indicated that in many corporations clashes similar to the above would accelerate throughout the '70's with the end results being a form of corporate mutiny ranging from internal policy protest to public protest demonstrations and corporate office takeovers (Athos, 1970; Lombard, 1971).

Unless corporations quickly change, Athos and Lombard held, corporate mutiny would be the inevitable result. Without a change they saw the younger executives' relativistic thinking as developing views of knowledge, reality and authority that were polar or opposite to that of older executives. The summary statement by Athos was, "Unless corporations change their dualistic, outdated way of thinking and approaching problems of organization, decision making and administration, they will be doomed to be racked by revolt and conflict with the young" (Athos, 1970).

A final understanding of the Athos-Lombard view of the corporate generation gap was provided by a point made by Athos in his article. He stated that when he presented the ideas many young executives have on how to run a business organization to many older executives, they replied, "You can't run a political party this way, you can't run a country this

way, you can't run a business this way." And to that Athos replied, "Possibly we can, probably we must, and therefore in painful time, we will" (Athos, 1970).

#### THE MOBICENTRIC GAP-PRODUCING GENERATION

The research and opinions of Eugene Emerson Jennings on the development of a new generation of mobicentric managers was a fertile source as background support for identifying a number of sources of disunity and conflict between the two current generations of executives. Jennings' research indicated that a new generation of executives was arriving in the corporation and these new executives had values, aims and operating styles significantly different from those of previous organizational executives. Although these styles were not held by all new younger executives, his research demonstrated that they were the predominant style for the most promising and effective members of the younger generation. Some examples of the style variances which were partially related to this study are described in the following paragraphs.

Jennings stated that the listening-talking ratio of the younger executives was ten to one, as opposed to the listening-talking ratio of one to ten for older executives. This came from the younger executives' realization that the best way to manage people was through obtaining information, and the best way to obtain information was through listening. The older executive felt that, by definition, a manager was a person who already had information; therefore, he spent his time mostly in talking (Jennings, 1968).

Loyalty to company versus loyalty to profession was another major gap-producing characteristic of the young executive. These executives had strong beliefs in their competency and did not feel that they needed

to display loyalty to the company for these competencies to be recognized (Jennings, 1970). As a consequence of this, their style was a very mobile one. They realized that movement to the top resulted not from hard work but from skillfully executed work and careful career planning (Jennings, 1970). As Jennings stated:

Young executives grew self-confident that they could manage their own careers. They no longer were content to sit and wait for a truck to run over a superior who was a few years older or younger. When they saw upward mobility arrested, they opted for opportunities elsewhere (Jennings, 1970).

This mobility orientation has led to an increased sense of independence on the part of this generation, a generation which was more vocal in their criticisms of the organization.

The accelerated mobility of the young executive also took the form of remaining with a job an average of two years. This rapid change of jobs led to the adoption of new, democratic leadership styles by these executives and a gap over the choice of leadership style between them and many "insider" or "organization man" style older executives. Because the young mobicentric changed jobs so frequently, they recognized that they could not just come into a new job and call all the shots. They saw the manager's job more in the light of developing an organizational atmosphere where good decisions were made possible. With this democratic style being predominant, they also tended to expect more democracy from their interaction with the total corporate structure (Jennings, 1969).

Another very significant source of disunity and potential conflict between younger and older executives was over the nature of authority. Jennings found that the older executive tended to emphasize and believe in the virtue and value of authority, where the younger executive leaned

towards facts and competency. The older generation felt that "their's was not to wonder why;" but the younger executive belongs to the current "why? why? why? generation" (Jennings, 1969). Jennings noted that younger executives distrusted rules and suspected that men who shouted principles were incompetent. They preferred facts and analysis of the problem. They were raised to think first, obey second (Jennings, 1968).

This gap over a belief in authority could lead to numerous operational sources of disunity and potential conflict between younger and older executives -- from disagreement over leadership style to the outright rejection by a young executive of all corporation authority -- unless the directives were backed by facts and competency. A less obvious, but equally significant type of disunity which could result from these differing views of authority was provided by an example often used by Jennings. When an older executive was asked what should be done about the problems of society, he called for an application of more "law and order." The younger executive, when asked the same question, saw the solution to the problem as the development of better methods of criminal rehabilitation, more equitable enforcement of laws, training of the hardcore, more equal distribution of income. As could be seen, such a disagreement could lead to significant disunity as to the way in which a corporation should become involved in the problems of society (Jennings, 1969).

The issue of corporate involvement in solving the problems of society was another major source of potential disunity and conflict uncovered by Jennings. Jennings did not predict anything as dramatic as an office takeover. He did, however, find strong support for a type of conflict behavior somewhat less obvious and perhaps even more

damaging to the corporation. In Jennings' words, "Many of these young executives want a corporation active in solving the problems of society; unless they do so, these executives may well go elsewhere" (Jennings, 1968). Since any corporation's most valuable assets are the talents of its executives, a corporation unable to attract a sufficient quantity of talented young executives might have its future in jeopardy.

#### AN ACCELERATED GENERATION OF YOUNG EXECUTIVES

One short informal exploratory interview study appeared in the literature covering the topic of a generation gap in corporations. Although this study was by no means a conclusive piece of research, its findings were still of significant importance as a basis for researching a potential gap. The study conducted by Fortune's Judson Gooding (1971), made the basic point that a new accelerated generation of young executives was developing. His findings categorized this accelerated generation as the 2,700,000 men and women from 21 to 29 years of age in managerial jobs that could or should lead to full-fledged executive status. He found that this accelerated generation was indeed something different on the corporate scene. In particular, they were not at all like the organization man of the '50's or the young executives of the '60's. Gooding pointed out that:

The organization man was reconciled to his role serving big companies and, although he was determined to preserve his individuality, he was willing to go along with management toward goals the companies judged to be valid. The young executive was colder and more pragmatic, zealous, and skilled at problem solving, absorbed in his company to the exclusion of almost everything else. He had no interest in changing corporate life or corporate goals and he almost never doubted the worth and importance of his role.

Today's junior executives, by contrast, reflect the passionate concerns of the youth in the 1970's for individuality, openness, humanism, and change; and they are determined to be heard (Gooding, 1971).



In further detailing the differences between the accelerated generation and older executives, Gooding made the following point:

A decided purpose underlies their drive. These junior managers, unlike previous recruits to executive ranks, see themselves not as comfortable successors to power, but as rebels and reformers who will carry out important changes in both the style and substance of managing corporations (Gooding, 1971).

The decided purpose underlying the drives of these new young executives has led to several gap-producing behaviors. For example, Gooding's research indicated that "companies are discovering that almost everything has to be explained and defended, including the most basic of business principles, the profit motive" (Gooding, 1971). He also found that the younger executives were more socially oriented than the previous young executives. "Most of them believe there is an urgent need to remedy the flaws in society" (Gooding, 1971). The younger executives were portrayed as "constantly calling for the corporation to reappraise its own social policies and objectives" (Gooding, 1971). Most important of all, it was found that many recent graduates of MBA programs are "reluctant if not unwilling to work for corporations with no concern for social areas" (Gooding, 1971).

All of the preceding findings would be interesting but not terribly disturbing without the following finding from Gooding's research. His research outrightly and strongly supported the contentions of Athos and Lombard on the probability of corporate mutiny. The study showed that the discontent of the accelerated generation was sincere and real and it warned that this discontent could infect their colleagues and subordinates, resulting in a sort of industrial mutiny (Gooding, 1971). The mutiny could run the gamut from mass exits from the corporate ranks by the most promising of the younger executives to eventual corporate office

takeovers (Gooding, 1971).

#### SUMMARY AND CONCLUSIONS

From the literature review, it was apparent that the current state of research on the nature and evidence of disunity between younger and older corporate executives was still in the very early exploratory stages. No published studies met the commonly accepted criteria for valid research. An inquiry made of the University Microfilms Key Words Index indicated that no unpublished studies were listed in the data bank. Despite this lack of research-derived knowledge, there were several important inferences that could be drawn from the literature. First, a significant gap was believed to exist between the younger and older corporate executives. Second, major hypothesized manifestations of the gap were over the social responsibility of the corporation and the autocratic-bureaucratic operating style of the corporation. Third, unless changes were to occur soon, it was possible and probable that this gap would spill over into a form of industrial mutiny similar to that experienced by the universities during the 1960's.

## CHAPTER II

### RESEARCH METHODS

#### INTRODUCTION

The limited extent of our knowledge concerning the nature and degree of disunity and conflict between younger and older corporate executives pointed to an obvious need for further research on this subject. The research design for this study was developed to meet a portion of this need through performing two basic research procedures. The first procedure was comprised of open-ended, in-depth, non-disguised interviews with 66 younger and 54 older executives from 12 separate corporate settings. The second procedure consisted of the administration of a questionnaire to a random sampling of 800 executives from four different corporate settings and the analysis of the data from this questionnaire with the use of factor analysis, MANOVA, stepwise regression, and t test statistical techniques.

#### AN OVERVIEW OF THE METHODS

There were three basic purposes to the interview section of this study. The first purpose was to develop a qualitative case study description of the differences between younger and older corporate executives, using the ideas provided from the literature review as a basis for the inquiry. The second purpose was to develop a list of thought patterns which appeared to offer the most significant possibility of discord between younger and older executives. The third purpose was to develop and pre-test a questionnaire instrument which would allow for a quantitative measurement of the extent of attitude difference between younger and older corporate executives.

There were two basic purposes to the questionnaire. The first purpose was to determine whether the thought patterns discovered during the interviews were significant sources of conflict and disunity between younger and older corporate executives in the corporations studied. The second purpose was to provide a data base for describing the nature and extent of corporate generational attitude differences, should significant differences be uncovered.

Hence the research methodology for this study provided two types of data: first, the exploratory case study data from the interviews, which could not be generalized beyond the population surveyed, but which could provide insight into the possible nature of a generation gap; and secondly, quantitative questionnaire data which would provide a more specific and accurate description of the differences which existed between corporate executives in four separate corporate settings.

#### INTERVIEW RESEARCH

The interviews for this study were performed between October, 1971, and May, 1972, in 12 separate corporate settings. Approximately five younger and five older executives were interviewed in each setting. The interviewees were selected from a diverse population which met the following requirements:

1. The interviewees were chosen from corporations listed in the Fortune magazine directory of the 500 largest industrial corporations in the United States.
2. The corporations represented a broad cross-section of American corporations with varied records of return on investment (outside competitive, technological and market environments) and differing geographic locations.

3. The younger executives were defined as those executives between the ages of 21-30\* in positions which could or should lead to full-fledged executive status.
4. The older executives were defined as those executives between the ages of 31-65 holding lower to top level executive positions (approximately equal numbers being drawn from lower, middle and top management).

The specific characteristics of the interviewees are presented in Table I. [Insert Table I here.] Table I indicates the younger interviewees represented approximately 10% more of the total interview sample than the older interviewees. It also shows that most of the younger interviewees were in line positions, whereas most of the older interviewees were in staff positions. Most of the younger interviewees came from lower and middle management, whereas most of the older interviewees came from middle and top management.

The specific characteristics of the corporations from which the interviewees were drawn is presented in Table II. [Insert Table II here.] This table indicates that the interviewees were drawn from a wide base of Fortune 500 corporations located in the eastern and mid-western part of the country.

#### THE INTERVIEW PROCESS

The interview process lasted from 30-60 minutes and went through four major phases. Phase I, consisting of 20 interviews, had as its purpose the development of a common set of categories for classifying the interviewees' impressions regarding the possible sources of a corporate generation gap. Phase II, consisting of 40 interviews, had a threefold purpose: 1) to record the interviewees' reaction to categories

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\* The 21-30 age cut-off for younger executives was made to conform with the then popular notion that those over 30 had significantly divergent values from those under 30.

TABLE I

## CHARACTERISTICS OF THE CORPORATIONS WHICH PARTICIPATED IN THE INTERVIEWS

Approximate 1972 Sales Volume* (millions of dollars)	Approximate 1972 Net Income* as a percentage of stockholders' equity	Approximate Growth Rates* 1961 - 1971	Geographic location of interview site
\$7,800	28%	50%	Medium-sized Eastern City
\$2,900	21%	39%	Medium-sized Eastern City
\$1,900	17%	20%	Small Eastern City
\$1,800	16%	18%	Large Eastern City
\$1,800	13%	18%	Large Eastern City
\$1,500	9%	12%	Large Eastern City
\$1,100	6%	5%	Large Midwestern City
\$1,100	5%	1%	Medium-sized Midwestern City
\$ 700	4%	-2%	Medium-sized Midwestern City
\$ 600	4%	-5%	Small Eastern City
\$ 400	4%	-5%	Small Midwestern City
\$ 300	1%	-30%	Large Eastern City

\* To keep the participating companies confidential, there is no correlation between the columns.

**TABLE II**  
**CHARACTERISTICS OF THE INTERVIEWEES**

	20 - 30 Yrs. Old		31 - 65 Yrs. Old	
<b>Structural Position</b>				
<b>Line</b>	43	71.5%	20	37.0%
<b>Staff</b>	23	34.8%	34	63.0%
<b>Level of Management</b>				
<b>Lower</b>	28	42.4%	9	16.7%
<b>Middle</b>	35	53.1%	20	37.0%
<b>Top</b>	3	4.5%	25	46.3%
<b>TOTAL</b>	66	100 %	54	100 %

developed in Phase I; 2) to further develop the Phase I set of categories; and 3) to determine which set of categories seem to offer the most significant evidence of a corporate generation gap. Phase III, consisting of 40 interviews, had a twofold purpose: 1) to collect further data on the categories for classifying the interviewees' impressions regarding a possible source of a corporate generation gap; and 2) to develop a preliminary questionnaire instrument which would measure the interviewees' attitudes towards several of the most significant potential evidences of a generation gap. Phase IV, consisting of interviews with ten executives and a mail distribution of a questionnaire to a random sampling of 28 executives, had as its purpose the location of response ambiguities in the final questionnaire used in the second portion of this study.

An extended description of the methodologies used in each of the interview phases is provided by the interview guides in Appendices A, B, and C.

#### QUESTIONNAIRE RESEARCH

The questionnaire was developed in several stages, following the procedures outlined by the interview guides in Appendices A, B, and C. The initial drafts of the questionnaire, presented in Appendix E, tapped a wider variety of attitude patterns than the final version presented in Appendix F. It was not possible to include all of the attitude patterns in the final questionnaire because the time needed to answer the questionnaire would have exceeded one hour. The interview results indicated that the maximum amount of time the participating companies would accept for answering the questionnaire was about 30 minutes. Hence, the final questionnaire included a more limited range



of patterns.

The final questionnaire was divided into two basic sections. The first section consisted of 95 items measuring the respondents' attitudes regarding the following general sets of issues: 1) the social responsibility of the corporations; 2) the existence of discrimination in corporations; 3) the need for basic reforms in society; 4) the use of office takeover methods for changing the corporation; and 5) the use of legal protest methods for changing the corporation. The second section of the questionnaire dealt with the bio data items. These included question #20 and questions #1 through #18 in the bio data section of the questionnaire. The bio data items were also developed during the interview process. The basic procedure used to develop question #20 (p. 6) was a non-disguised, non-structured, in-depth interviewing technique (Kahn, Cannell, 1971). The interviewees were asked to describe some of the factors which they felt were influential in shaping their views on their company's social responsibility. As items were mentioned a list was developed. After ten interviews, the list of items served as the basis for a non-disguised, structured interview procedure to check the clarity, appropriateness and completeness of the list. The bio data items in the bio data section, pages 6-8 of the questionnaire, were developed from assertions found in the literature on characteristics which tended to increase the evidence of a generation gap.

Two response-ambiguity problems were located in questions #13 and #14, responses C and D, e.g., "(C) I would generally disagree with such an action, but do not feel that those involved should be fired," and "(D) I would disagree with such an action and feel that all involved should be fired." Despite the fact that they went through 12 of the re-drafts, it

was not discovered that the responses did not allow the respondent to agree with the action and still feel that those involved should be fired. This was a minor problem in that it required the omission of some of the data. The second response ambiguity problem was found in question #18 of the bio data items, i.e., "How would you characterize the thinking of your wife?" Needless to say, the writer was referred to as a chauvinist by many of the female respondents.

#### ADMINISTRATION OF THE QUESTIONNAIRE

The questionnaire was administered to 800 executives in four companies during June and July of 1972. Two of the companies were highly profitable, light manufacturing companies with excellent reputations for meeting their social responsibilities. These were labeled companies 1 and 4. Companies 2 and 3 were heavy manufacturing concerns with low return on investments and a fair to medium record in meeting their traditional social responsibilities. Specific characteristics of the companies are not detailed so as to insure confidentiality.

The administration procedures requested of all participating companies were as follows: 1) it would be administered on a strictly confidential basis to a sampling of 100 younger executives (21-30 years old), who the corporation personnel officer felt were the most promising of its younger executives and to 100 older executives (31-65 years old), from as wide a sampling of functional departments and corporate levels as their distribution procedures would allow;\* 2) the questionnaire

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\* The companies were promised a summary report on the findings of the study both for their company and all of the companies in total. It was emphasized that the care taken in finding a random sample of executives would be rewarded by the increased accuracy of the findings reported to them in their summary report.

would be distributed by the corporations with a cover letter introducing the purpose of the study and its importance to the corporation as well as to this study; and 3) to assure anonymity and uninhibited responses, the questionnaire would be returned directly to Michigan State University in a self-addressed, postage-paid envelope.

#### QUESTIONNAIRE ANALYSIS PROCEDURES

The nature of the final questionnaire was such that the number of variables exceeded the limitations of available computer programs. To overcome this limitation, the statistical data reduction technique of factor analysis was used to reduce the number of variables to a manageable size. The SPSS (Statistical Package for the Social Sciences) PA 1, orthogonal rotation, varimax factoring program was used to perform the factor analysis. The results and full details of this analysis procedure are presented in Chapter IV.

An overall measure of the differences between age groups was obtained for each of the factors uncovered in the final factor solution through a MANOVA with age as the independent variable. The NYBMUL (State University of New York at Buffalo multivariate analysis) program was used to perform this MANOVA. The program calculated the combined observed means of the factor scores for each of the factors uncovered in the final factor solution by the following four age groupings: 20-30, 31-40, 41-59, 60-65.

The program also tested for significance of difference between the age groups by calculating a univariate F test for each of the four age groups by each of the factors in the final factor solution.

A similar NYBMUL MANOVA was also performed with company as the independent variable and each of the factors as dependent variables. This again calculated the combined observed means of the factor scores for each of the four companies on each of the factors uncovered in the final factor solution. It also tested for differences between companies with a univariate F test for each company on each of the factors. The results from this F test showed a significant degree of variation between companies and indicated the utility of performing a NYBMUL MANOVA with age as the dependent variable for companies 1, 2 and 3. (An age MANOVA was not performed on company 4 because the limited sample size did not provide sufficient data to fill the factor by age matrix.)

Further detail on the importance of age in predicting the difference over the factors was obtained through the use of stepwise regression with age as the independent variable and the factors as the dependent variable. The SPSS stepwise regression program was used to perform this analysis.

The SPSS program for stepwise regression was also used to help determine the degree to which the biodata items were related to age. Age was again the independent variable with the biodata items as the dependent variables.

The results from the preceding analysis indicated the utility of performing one last analysis on the questionnaire data. This was a t test on each of the non-age-related items in the questionnaire with the respondents being divided into the following two age groups: 20-30 and 31-65. The SPSS program was used to perform the t test.

## SUMMARY

The research methods for this study followed a flow from exploratory qualitative interview procedures on through to the development of a questionnaire which was administered to 800 younger and older executives. These questionnaire data were then subjected to analysis through a variety of statistical techniques, providing a data base for interpreting the questionnaire results to answer some questions regarding the nature and sources of disunity and conflict between younger and older corporate executives. Chapter 3 will present the nature of the qualitative results from the interviews, and Chapter 4 will provide a detailed description of the factor analysis results. Chapter 5 goes on to provide a presentation and interpretation of the results from the statistical analysis performed on the questionnaire data, and Chapter 6 brings this dissertation to a conclusion through presenting some implications from the research performed for this study.

## CHAPTER THREE

### INTERVIEW RESULTS

#### OVERVIEW

The 120 exploratory research interviews performed for this study consisted mostly of open-ended conversations where thought patterns were explored and basic reactions were reported. Because the interview results were not collected in a highly structured and empirical manner, it followed that any reporting of interview results was of necessity exploratory and highly tentative in nature. Because the tendencies to be noted were developed from a small non-scientifically drawn sample, the reader should be cautioned not to draw definite conclusions from the reporting of these results or to generalize to groups beyond the samples involved.

On the other hand, the interview results were still not without their significant value, for they served four major purposes. First, they provided an exploratory understanding of many areas not covered by the questionnaire. The findings of the interviews were of such a wide and diverse nature that only a portion of the findings were incorporated into the descriptive questionnaire section of this study. Second, they provided some flavor of the thought patterns common to corporate executives. Whenever possible, then, reporting of the interview results was accomplished through the use of actual statements from the interviewees. Third, they provided a basis from which to understand certain questionnaire findings. At times, results from descriptive research are difficult to interpret. However, when viewed in light of previous exploratory research (both from the literature review and the interviews), it was

possible to better understand the nature of the descriptive research findings (Boyd and Westfall, 1973). Fourth, they provided persons interested in further research with a fertile source with which to start their own investigations.

#### INTRODUCTION TO INTERVIEW RESULTS

It seemed quite clear from the interviews that a universal generation gap did not exist. Many of the younger interviewees seemed to share the stereotyped, conservative views of the older interviewees, and many older interviewees seemed to share the stereotyped, liberal views of the younger interviewees.

Despite this, certain trends were noted. It appeared from an analysis of the over-all interview findings that younger interviewees as a group tended toward the less conservative positions while older interviewees as a group tended toward the more conservative positions. When this tendency appeared in more than ten interviews (interviews with five younger and five older executives), it was given specific attention. During the following interviews, if the same tendency was noted in ten additional interviews, it was considered to be an indication of a possible gap. The use of this method led to the development of seven major indications of potential gaps: 1) respect for authority, 2) leadership style of superiors, 3) methods of reaching policy decisions, 4) corporate social responsibility, 5) racism in the corporation, 6) use of campus protest methods, and 7) need for reforms in society.

#### RESPECT FOR AUTHORITY

Younger and older executives had differing views on the use of authority in corporations. Many younger interviewees often indicated

that they perceived the misuse of authority by many older top level executives to be a very real indication of a generation gap. They stated that many older executives tended to justify their decisions only on authority, not on facts and logic. The younger executives tended to be quite critical of the blind acceptance of authority advocated and practiced by many older executives. Many young executives indicated that this practice of blind acceptance of authority was creating for them an intolerable position which "must change soon or else I'll get the hell out of this place."

Older executives tended to see the authority question differently. Although they often agreed that authority was at times abused, their concern could be characterized as mild to indifferent when contrasted with the views of the younger executives. Many older executives would comment on the problem of an increasing loss of respect for authority. They would make statements such as, "When I started with this organization, if top management spoke people would listen and then do what was asked, but that isn't true anymore." "Our real problem in this company is that there is too much questioning. Everyone wants to be a chief, and you know what that leads to." In effect, many older executives felt that authority was being questioned too much. Although they saw some merit to this trend, they felt that in many instances the costs were outweighing the benefits.

#### LEADERSHIP STYLE OF SUPERIORS

Younger and older executives disagreed on the appropriateness of an autocratic leadership style. The younger executives as a group tended to take an anti-autocratic stand. The older executives were split in



their opinion.

The degree to which younger executives had been exposed to autocratic superiors seemed to correlate with the degree to which the leadership style of superiors was major evidence of a gap. Those who worked for an autocratic executive listed this factor as a major indication of a gap between the older executives and themselves. They understood that under the pressure of time it was often necessary to use such a style, but they could not justify the use of an autocratic style under normal conditions. Remarks similar to the following were typically made by younger executives: "If there is any office I would like to take over, it's the office of the S.O.B. I have for a boss. If he would just give me credit for what I do, or at least give me the authority that I need to carry out my responsibilities, I wouldn't feel as strongly as I do... but under these circumstances, you learn to hate your job more each day. It's not that \*\*\*\*\* is a bad company to work for, but this bastard is; and frankly, although my company doesn't know it, I'm in the job market right now." (The important point here is that in almost every case the interviewee was considered highly promising by the company.)

Although many of the older interviewees shared this anti-autocratic stand, it was also found that many did not support it. They made such comments as, "It's very difficult to adequately delegate the authority that the younger executive always wants." "He's too inexperienced; he just does not have the capacity to handle the responsibility an older, more experienced executive could handle." "Oftentimes I am far more autocratic with a younger executive than with an older one." Many of the older executives agreed with the younger ones on the issue of giving credit for assignments, but a significant number of others felt "A boss

keeping credit for the work of his subordinates is the way the game is played."

#### METHOD OF REACHING POLICY DECISIONS

Though there was a strong tendency on the part of the younger interviewees to favor the adoption of increasingly democratic methods of policy related decision making, the older interviewees tended otherwise. The younger executives felt that they had to implement the decisions made and, oftentimes, it was they who knew best which decisions were sound. They believed that many times they had information that top management did not have and this gave them the right to a voice, if not a vote, in the decision making process. In the area of corporate social responsibility, many tended toward an even stronger stand. Here, they felt, top management was privy to little extra information and, hence, it was quite possible and appropriate to involve all company employees in the policy decisions.

The older executives often strongly disagreed with this concept. It was their belief that policy making belonged solely to top management. The younger and lower management employees should "keep their noses out of this area" because it was beyond their expertise and responsibility. Many understood the younger executives' desire to share in the decisions which related directly to their jobs but felt that policy making did not lend itself to a democratic approach.

#### DEGREE OF CORPORATE SOCIAL RESPONSIBILITY

Younger executives were more concerned about the topic of corporate social responsibility than the older executives. Most of the younger interviewees were well versed on the questions of expanded corporate

social involvement. They tended to feel that the corporation was doing much too little to help solve current social problems. The corporation in their view was not doing an adequate job of meeting typically accepted responsibilities such as pollution control, hard-core unemployment, and keeping dangerous products off the market. Furthermore, many wanted to see the corporation go beyond these typical responsibilities and involve themselves in solving other social problems such as world peace, poverty, hunger, prison reform, and racism. They felt that the corporation was the only real source of power other than the government which could make realistic headway in solving these problems and, hence, the corporation had better start solving these problems.

The older executives' attitudes in these areas were often in disagreement with the younger executives' and were evidenced in such statements as: "Corporations are doing all that can be expected of them to meet their social responsibilities and still exist as efficient, effective business enterprises;" "The corporation can best meet its social responsibility by making a profit and hiring as many people as efficiency allows;" and, "Movement in these areas takes time and you can't expect results overnight. To demand otherwise is to be unrealistic and ignorant of the corporate reliance on profitability for its survival." These statements yielded some understanding of the flavor of many older interviewees' feelings on the social responsibility question. The limitation of the statements was that they still masked a major, but somewhat intangible, indication of the gap. This intangible evidence came from a trend noted during the interviews which found that the older interviewees often agreed with statements by younger executives on the social responsibility questions. Despite this seeming agreement, it

was found that the older executives seldom initiated discussion of these issues and preferred to talk about them as little as possible. In effect, they gave the impression of agreeing because it was the thing to do, not because of a true commitment and involvement in the issue.

#### RACISM IN THE CORPORATION

Racism was a major source of concern for most younger executives whereas older executives felt that the problem was being handled by the corporation. A large majority of the younger executives indicated that the corporation was not doing enough to eliminate what they considered to be overt and covert attempts to keep minority groups from achieving positions of responsibility in the corporation. Their belief was that there were plenty of talented minority members around, but they were not being recruited with as much zeal and fervor as was needed. It was not that they felt corporate policies were not changing, rather that enforcement of the policies was not taking place. They did feel that corporations were making efforts in this area, but in most cases they labeled these efforts as "Showcase Blacks," "Showcase Women," and so on, placed so that they are more clearly visible in the corporate office and not representative of a significant corporate behavioral change.

The feeling that corporations should do more in solving the racism problem did not appear to go the route of reverse discrimination, however. There were some younger executives who agreed with the use of reverse discrimination as a means of solving the racism problem, but others felt it should be solved strictly on the basis of promoting talented minority members with equal chances of advancement. Their reasoning was influenced by the fact that they or their coworkers had been victims of reverse discrimination. They stated that they were in

favor of eliminating racism but, "this can be best accomplished if talent is the basis for promotion. Otherwise, prejudices may be reinforced and corporate incentives could be severely damaged." They cited examples of how the incompetencies of "Showcase Minorities" reinforced the prejudices of many corporate officers. Furthermore, many of the younger executives stated that special skill-oriented training is a most appropriate method of reverse discrimination, but promotion without necessary skills can only be disastrous.

The older executives' view on racism tended to be different from that of the younger executives. In general, older executives felt that racism was a problem which was being solved by the corporation. They felt that major strides had been made in the past ten years and, as an example, they often pointed to the blacks in the office next to them or across the way. Cases were used to reinforce their point. Though they seldom mentioned the concept of "Showcase Minorities," they did feel reverse discrimination was not an appropriate method for significantly increasing the number of minority group personnel in corporate offices.

#### USE OF CAMPUS PROTEST METHODS

One of the most significant evidences of a gap between the younger and older interviewees was the use of campus protest methods as a way of expressing discontent with organizational policy. This trend was particularly noticeable in many of the interviewees between the ages of 21 to 25 who had had direct, college level contact with the use of such methods. The younger executives interviewed tended to insist that it was appropriate for corporate employees to use protest methods as long as they were not illegal and the protest was made on their own time. They often felt strongly that if an employee was disturbed with corporate

policies, he/she should be able to use such methods as publishing a newspaper, participating in a protest demonstration, and organizing discussion groups. They believed that the use of traditional methods of protest, such as writing to top management, telling one's superior, or using the corporate gripe box, were clearly ineffective and fruitless.

The younger interviewees' attitudes toward office takeovers were most enlightening. They felt that this would be used as a last resort and preferred to leave the corporation before taking such a drastic step. A smaller but still significant number of younger executives confidentially indicated that they would support the use of such tactics by other colleagues, "if those colleagues were that uptight with company practices." Furthermore, the interviewees stated they consider the use of such tactics a definite possibility in the next three to four years if, as they put it, "things were not significantly changed by that time." Most felt that the failure of the corporations to become involved in solving social problems would be the rallying cry for such takeovers; however, they then stated that they could see such actions advancing from there to protest over disagreement on corporate bureaucratic operating tactics. Very promising executives made statements similar to the following: "Some days I think there is hope for top management to see the light and begin to change their operating style, but usually I feel the situation is totally hopeless. Perhaps the only way to wake up these types is the use of something as radical as an office takeover."

One further point of relevance on the younger executives' attitudes regarding the use of campus protest methods in the corporation: younger executives felt that if they were to use such methods they would be fired for doing so. Also, they felt there would be little support for

such actions from their colleagues. A typical comment was, "Most of my 'radical' friends have gone to work for their own companies or have found government or foundation-related jobs. My colleagues here are all organization men."

Older executives' reactions to the use of campus protest methods were more varied than those of the younger executives. Basically, they disagreed with the use of such actions in every case, with the exception of a pollution issue. They did, however, have significant sympathy for the potential use of such tactics and felt that they would not want those involved to be fired. The majority of their reasons fell into the following two categories: 1) to fire them would open the corporation to unacceptable publicity; and 2) if these executives were so upset with corporate actions that they felt compelled to take such drastic action, then it was evident that something must be wrong and the company should listen to them.

The older executives' attitudes towards the use of other types of protest such as public demonstrations and underground newspapers were not favorable. In general, they felt such actions were disloyal and unacceptable. They could not understand how someone could involve himself in a public ridicule of his organization and felt it was imperative that executives use accepted internal methods for expressing discontent with corporate policy. A somewhat typical attitude was, "You should clean your house outside of the public eye. Besides, what in hell do these types know about formulation of corporate policy?"

One final dramatic footnote to the findings regarding the use of campus protest methods in corporations comes from statements by two younger and six older interviewees in five separate corporate settings.

Their statements indicated that they personally were aware of incidents which involved the following: 1) the publication of underground newspapers disagreeing with certain corporate policies (three incidents described); 2) the formation of discussion groups by younger executives - the groups all sent strongly worded memos to top management requesting major policy changes (seven incidents described); and 3) the takeover of the office of a production supervisor, a corporate vice-president, and a president by three separate groups of young executives desiring changes in their respective corporation's social policies. In each case, a request was made that the name of the company involved in these incidents be kept confidential. They indicated that the reason why the takeovers had not been reported in the press to date was that corporations did not want television running specials on the difficulties they were having with their younger executives. Following this same line of reasoning, in every case, the incidents were solved through swift and private negotiation, and in no instance were the individuals involved fired.

#### NEED FOR REFORMS IN SOCIETY

The issue of fundamentally reforming certain values and behavioral patterns in society appeared to be a gap between at least a portion of younger and older executives. In conversations during the interviews, many younger executives drifted into discussions about the need to not only reform the corporation but to bring about general reforms in society as a whole. These desires for reform encompassed the following areas: 1) the reduction of emphasis on materialism; 2) the need to devote a greater percentage of resources to help developing nations; 3) the modification of our consumption patterns to reduce the problems of pollution; 4) a change in inheritance laws and the unequal distribution of wealth;



5) an alteration of laws regulating sexual behavior and drug usage; 6) the reduction of involvement in Vietnam-style wars, and 7) in general, the movement of society from a basically selfish to a more selfless stance.

#### SUMMARY

The interviews conducted for this study provided a great amount of exploratory research data on the nature of a corporate generation gap. Because of the methods used in conducting the interviews and the manner in which the sample was drawn, the previous statements were not interpreted as proven conclusions. However, several tentative conclusions were drawn. First, the interviews did not provide evidence that the nature of a corporate generation gap was such that all younger executives held one set of beliefs and all older executives held another. Rather, the interviews seemed to indicate that if a polarized gap existed, it was only between some younger and some older executives. Secondly, the interviews indicated that many of the differences which seemed to exist between younger and older executives were in the degree of enthusiasm and excitement expressed for each area versus a polarization over the area. Thirdly, the interviews indicated that the nature of the gap did seem to have the potential for producing conflict between younger and older executives. It was clear that the most common type of conflict resolution likely to result was for the younger executive to leave the corporation. However, scattered evidence was uncovered to indicate the possibility of "campus protest methods" being used by some younger executives to resolve their differences with older corporate managers.

Further information on the interviews is provided in Appendices D and E. Appendix D presents two case studies of a typical stereotyped

"liberal young executive" and a "conservative older executive." These provide further data on the flavor of the interview process and the manner used by the interviewees to express their attitudes on certain areas. Appendix E presents the various forms used in data collection during the interview process.

## CHAPTER FOUR

### FACTOR ANALYSIS RESULTS

Two factor analyses were performed for this study. The first was a preliminary factor analysis to reduce the data to an acceptable size for the final analysis. The second was the factor analysis on the 80 most significant variables in the first portion of the questionnaire. The results from the second analysis were used in the MANOVA and regression analysis described in Chapter 5.

The factoring method used to analyze the questionnaire responses was the PA 1 method (principal factoring with iteration), orthogonal rotation varimax. The SPSS (Statistical Package for the Social Sciences) factor analysis program was used to perform the analysis for both the preliminary and second factor analysis. Despite the fact that this program could handle up to 80 variables in a factor analysis, this limit was still below the 95 variables included in the first section of the questionnaire. Hence, it was necessary to perform a preliminary analysis which factor analyzed two segments of the questionnaire to locate any questions which were, in effect, duplicates of each other. The duplicates were then dropped from the variable list to be included in the final factoring calculations.

The two sections analyzed were question #1 and questions #3 and #4. These were selected because the interview results gave indication that the respondents were not making any distinctions between responses regarding their corporation or the Fortune 500. However, a significant number of respondents did indicate they felt more comfortable with the questionnaire if both options were provided. Hence, both were included

in the final draft with the decision being made that the statistical procedures would determine whether, in fact, a distinction was being made.

The exact procedure used to locate the possible duplicate variables was to perform a separate PA 1, orthogonal rotation varimax factor analysis on question #1 and on questions #3 and #4. The number of factors to be extracted for each solution was determined by the SPSS default option which automatically deletes any factors with an eigenvalue of less than 1.0. The varimax rotated factor matrix for each analysis was then examined to detect any possible duplicate, triplicate or quadruplicate loadings. When these were detected, one of the variables would be selected to represent the other variables in the final factor analysis. The varimax rotated factor matrix for each of these factor analyses is shown in Appendix G. The essentially duplicate variables which were dropped are shown in Appendix H.

With the list of variables reduced to a size manageable by the SPSS factor analysis program, a second PA 1, orthogonal rotation varimax factor analysis on the remaining variables was performed.\* The procedure was to start by first forcing the solution into two factors, then three factors, then up to sixteen factors. Each of the varimax rotated matrices was then analyzed to see how the factors were separating and where each of the variables was falling.

The eigenvalue table indicated a very flat factor analysis solution. (See Appendix I.) Although it was hoped that the factor analysis would significantly reduce the number of attitude patterns included in the

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\*Hereafter when the term factor analysis is used, it refers to this second analysis.

MANOVA, the eigenvalue table indicated that such was not the case. This caused some problems later with the use of the factor analysis, because a significant portion of the variance in the questionnaire was not contained in the final factor solution. It also meant that a solution with a large number of variables would have to be chosen to assure that a reasonable portion of the variance was included in the final factor solution.

A conscious decision was made not to use the SPSS default option of 1.0 eigenvalue to determine the number of factors in the final solution, because it was essential that the final factor solution contain an acceptable percentage of the variance, yet still make psychological sense. If the factors in the solution did not make psychological sense they would be of little value in the interpretation of the results from the MANOVA and regression analysis to be performed on the factors (Catell, 1952).

To achieve this aim and still account for a significant percentage of the variance, careful attention was paid to the 10-16 factor solution. These solutions accounted for 47% to 57% of the variance in the questionnaire instrument. A review of the rotated factor matrices for the 10-16 factor solutions indicated that the 14 factor solution made the most psychological sense. In all other solutions, factors were present which represented seemingly illogical mixing of thought patterns. The 14 factor solution contained a group of 14 logical thought patterns.

The procedure followed in naming the factors was described by Rummel (1968). It was a descriptive naming procedure which gave both a name and a direction to the factor. The process was one of reviewing the variables loading on the factor and, from that information, develop-

ing a descriptive label which reflected the nature of the phenomena involved.

As the results of the factor analysis were reviewed it at first appeared that many of the factors were of a similar nature. For example, factor #1, which dealt with penalizing protests, seemed quite similar to factor #3, which dealt with not firing those who take over offices. However, a careful review of the variables involved indicated that the factors were indeed different in that factor #1 dealt with legal protest methods such as public protest demonstrations, publishing underground newspapers and the like, whereas factor #3 dealt with the non-legal protest method of taking over a corporate office. Hence, to obtain a full understanding of the factors which are described in Chapter Five, it is recommended that the reader read the results of Exhibit I [Insert Exhibit I here] carefully and familiarize him/herself with the content of the variables that actually loaded on the factors, and the names given to the factors. For that reason, Exhibit I contains both the short names chosen for the factors (these were chosen for ease of communication), the longer descriptive names chosen, and a listing of the variables from the questionnaire which were involved in the factors, together with their rotated loadings on each factor. Variables with loadings below .2500 were not listed because less than 12.5% of their variation was involved in the factor pattern. The varimax rotated factor matrix for the 14 factor solution is presented in Appendix G.

## EXHIBIT I

### A LISTING OF THE SHORT AND LONG NAMES FOR EACH OF THE 14 FACTOR PATTERNS INCLUDING A DESCRIPTION OF THE SPECIFIC QUESTIONS AND THEIR RESPECTIVE ROTATED FACTOR LOADINGS

#### Factor 1 - Penalizing Protesters CORPORATE EMPLOYEES SHOULD BE SEVERELY PENALIZED FOR USING LEGAL PROTEST METHODS

- Var 085 - Management informing those involved in such public protest demonstrations that their continued participation could seriously hinder their advancement in the corporation. (0.83580)
- Var 082 - Management informing those involved in publishing such an underground newspaper that their continued participation could seriously hinder their chances for advancement in the corporation. (0.79981)
- Var 084 - Management asking those involved in such public protest demonstrations to leave the corporation. (0.79835)
- Var 081 - Management asking those involved in publishing such an underground newspaper to leave the corporation. (0.78420)
- Var 091 - Corporate employees have a right to freely express their opinions on corporate policy through the printing of underground newspapers, organizing of discussion groups, etc. If I had responsibility and authority over such matters, I would do my best to insure that participation in such matters did not adversely affect an employee's advancement potential. (-0.69797)
- Var 080 - Employees publishing and disseminating an underground newspaper which informs the public of what these employees see as the effects of certain corporate policies or practices. (-0.65809)
- Var 083 - Employees participating in a public protest demonstration over certain corporate policies or practices. (-0.61352)
- Var 086 - Employees quitting the corporation at their earliest opportunity and privately informing management of their reasons for leaving. (-.30195)

#### Factor 2 - Expanding Social Responsibility CORPORATIONS SHOULD SIGNIFICANTLY EXPAND THEIR DEFINITION OF THEIR SOCIAL RESPONSIBILITY

- Var 061 - Should the U. S. business corporation go out of its way to use whatever influence it has to stop the flow of heroin? (0.79111)

- Var 055 - Should the U. S. business corporation go out of its way to use whatever influence it has to reduce the arms race? (0.76139)
- Var 057 - Should the U. S. business corporation go out of its way to use whatever influence it has in the preventing of wars like Vietnam? (0.71576)
- Var 054 - Should the U. S. business corporation go out of its way to use whatever influence it has in reforming prisons? (0.65002)
- Var 059 - Should the U. S. business corporation go out of its way to use whatever influence it has to stop busing as a means of achieving racial integration? (0.64563)
- Var 056 - Should the U. S. business corporation go out of its way to use whatever influence it has to increase federal funding for efficient mass transit? (0.56616)
- Var 027 - Should the U. S. business corporation go out of its way to use whatever influence it has to help the developing nations to achieve balanced development and growth? (0.38872)
- Var 019 - Should the U. S. business corporation go out of its way to use whatever influence it has to help to solve the problems of the U. S. poor? (0.37969)
- Var 060 - Should the U. S. business corporation go out of its way to use whatever influence it has to influence the legalization of marijuana? (0.36498)

Factor 3 - Do not fire those who take over offices  
THOSE WHO TAKE OVER CORPORATE OFFICES SHOULD NOT BE FIRED

- Var 078 - Plant location office takeover: I would generally disagree with such an action, but do not feel that those involved should be fired. (0.76183)
- Var 074 - Pollution office takeover: I would generally disagree with such an action, but do not feel that those involved should be fired. (0.73494)
- Var 079 - Plant location office takeover: I would disagree with such an action and feel that all involved should be fired. (-0.62883)
- Var 075 - Pollution office takeover: I would disagree with such an action and feel that all involved should be fired. (-0.59331)

Factor 4 - Mediating Generational Conflict  
WILLINGNESS TO MEDIATE CORPORATE GENERATIONAL CONFLICT

- Var 092 - Underground newspaper, start a demonstration, or take over the office of the president: Ignore the situation and let the conflict resolve itself. (-0.77013)



- Var 095 - Underground newspaper, start a demonstration, or take over the office of the president: Personally meet with top management, inform them of the situation without specifically identifying the persons involved, and offer my assistance in acting as a mediator in reducing the conflict. (0.72550)
- Var 094 - Underground newspaper, start a demonstration, or take over the office of the president: Talk with the young executives and try to have them reconsider their decision. (0.63410)
- Var 093 - Underground newspaper, start a demonstration, or take over the office of the president: I would inform top management of the situation. (0.63378)

#### Factor 5 - Favoring Office Takeover

##### WILLINGNESS TO PARTICIPATE IN AND/OR SUPPORT OFFICE TAKEOVER ACTIONS

- Var 072 - Pollution office takeover: I would participate in such an action. (0.80570)
- Var 073 - Pollution office takeover: I would support such an action. (0.78965)
- Var 076 - Ghetto office takeover: I would participate in such an action. (0.71362)
- Var 077 - Ghetto office takeover: I would support such an action. (0.67742)
- Var 075 - Pollution office takeover: I would disagree with such an action and feel that all involved should be fired. (-0.43413)
- Var 079 - Ghetto office takeover: I would disagree with such an action and feel that all involved should be fired. (-0.36911)
- Var 070 - The current disturbances on our campuses represent inappropriate and unacceptable methods for students to express their views regarding university policies and practices. (-0.30908)

#### Factor 6 - Corporate Social Responsibility

##### CORPORATIONS DO HAVE A RESPONSIBILITY TO SOLVE SOCIAL PROBLEMS

- Var 011 - Corporations have a responsibility to keep "harmful" products off the market. (0.68986)
- Var 015 - Corporations have a responsibility to eliminate racism in corporations. (0.59815)
- Var 003 - Corporations have a responsibility to control pollution. (0.55673)

- Var 007 - Corporations have a responsibility to hire the hardcore unemployed and keep them employed. (0.44567)
- Var 019 - Corporations have a responsibility to help to solve the problems of the U. S. poor. (0.42512)
- Var 027 - Corporations have a responsibility to help the developing nations to achieve balanced development and growth. (0.41847)
- Var 023 - Corporations have a responsibility to help to attain world peace. (0.34322)
- Var 048 - The absence of racial minorities and women in directorships and management of the corporation: Continued insistence on college degree requirements for most managerial jobs (racial minorities). (0.31546)

Factor 7 - Management Determination of Social Responsibility  
ONLY CORPORATE MANAGEMENT SHOULD BE INVOLVED IN DETERMINING  
CORPORATE SOCIAL RESPONSIBILITY

- Var 062 - If a corporation were to use its influence in controversial areas, its stand should be determined by formal approval of the board of directors. (0.87024)
- Var 063 - If a corporation were to use its influence in controversial areas, its stand should be determined by a formal approval of top management. (0.86105)
- Var 065 - If a corporation were to use its influence in controversial areas, its stand should be determined by formal approval of company executives (foreman to president). (0.38047)

Factor 8 - Eliminating Discrimination  
CORPORATIONS ARE ELIMINATING RACISM AND DISCRIMINATION WITHIN THEIR RANKS

- Var 017 - Corporations are meeting their responsibility to eliminate racism in corporations. (0.69902)
- Var 009 - Corporations are meeting their responsibility to hire the hardcore unemployed and keeping them employed. (0.68922)
- Var 044 - Absence of racial minorities and women from the directorships and management of the corporation is the result of the continued existence in many parts of the corporation of discriminatory hiring and promotional practices. (-0.67067)
- Var 021 - Corporations are meeting their responsibility to help to solve the problems of the U. S. poor. (0.39366)

Factor 9 - Democratic Determination of Social Responsibility  
CORPORATE DEMOCRACY SHOULD BE USED TO DETERMINE CORPORATE  
SOCIAL RESPONSIBILITY

- Var 065 - If a corporation was to use its influence in controversial areas, its stand should be determined by formal approval of all company executives (foreman to president). (0.65514)
- Var 066 - If a corporation was to use its influence in controversial areas, its stand should be determined by formal approval of all company employees. (0.64101)
- Var 064 - If a corporation was to use its influence in controversial areas, its stand should be determined by formal approval of company stockholders. (0.61926)

Factor 10 - Helping the Less Fortunate  
MEMBERS OF SOCIETY HAVE A STRONG RESPONSIBILITY TO HELP  
THE LESS FORTUNATE

- Var 069 - There is a pressing need that the U. S. employ unselfish sacrifice, perhaps including a lowered standard of living, so that the underdeveloped nations are able to better their conditions as rapidly as possible. (0.61890)
- Var 067 - The income gap in this country must be significantly reduced through taxes severely limiting the transfer of wealth through inheritance. (0.54146)
- Var 071 - If you are now making or receive raises so that you make \$20,000 or more a year, you should donate the amount over \$20,000 to a program of your choice for helping people less fortunate than yourself. (0.53377)
- Var 058 - Should the U. S. business corporation go out of its way to use whatever influence it has to support busing as a means of achieving racial integration until quality education is available in all local schools. (0.52572)
- Var 077 - Ghetto office takeover: I would support such an action. (0.40509)
- Var 076 - Ghetto office takeover: I would participate in such an action. (0.38736)
- Var 052 - Reverse discrimination can be tolerated by corporations to insure a proper representation of racial minorities and women in their directorships and management. (0.36215)
- Var 007 - Corporations have a responsibility to hire the hardcore unemployed and keep them employed. (0.31506)

Factor 11 - Meeting Legal Responsibilities  
CORPORATIONS ARE MEETING THEIR LEGALLY REQUIRED  
SOCIAL RESPONSIBILITY

- Var 006 - The Fortune 500 corporations are meeting their responsibility to control pollution. (0.65570)
- Var 014 - The Fortune 500 corporations are meeting their responsibility to keep "harmful" products off the market. (0.60144)
- Var 013 - My corporation is meeting its responsibility to keep "harmful" products off the market. (0.53116)
- Var 005 - My corporation is meeting its responsibility to control pollution. (0.47976)
- Var 017 - My corporation is meeting its responsibility to eliminate racism. (0.34126)
- Var 040 - The absence of racial minorities and women in directorships and management of your corporation is due to the lack of openings. (0.31804)

Factor 12 - Hiring Minorities  
UNCONTROLLABLE FACTORS STOP THE CORPORATION FROM BRINGING  
LARGER NUMBERS OF WOMEN AND MINORITIES INTO CORPORATE  
MANAGEMENT

- Var 036.- The absence of racial minorities in the directorships and management of my corporation is due to the lack of qualified candidates. (0.71440)
- Var 038 - The absence of women in the directorships and management of my corporation is due to the lack of qualified candidates. (0.70060)
- Var 040 - The absence of racial minorities and women in the directorships and management of my corporation is due to the lack of openings. (0.42232)
- Var 032 - The absence of racial minorities and ~~women~~ in the directorships and management of my corporation is due to the ~~fact~~ that change takes time and no one can expect results overnight. (0.41442)
- Var 052 - Reverse discrimination can be tolerated by corporations to insure a proper representation of racial minorities and women in their directorships and management. (-0.33164)
- Var 097 - Many young executives, angry over what they view as the corporation's failure to solve the imperfections in our society, could engage in forms of industrial mutiny similar to those experienced by the universities. (-0.31529)

Var 096 - Young executives of today have values and aims basically similar to the young executives of the 1950's and 1960's. (0.31380)

Factor 13 - Non-required Social Responsibilities  
CORPORATIONS ARE MEETING THEIR SOCIAL RESPONSIBILITIES  
IN NONLEGALLY REQUIRED AREAS

Var 029 - Corporations are meeting their responsibility to help the developing nations to achieve balanced development and growth. (0.79778)

Var 025 - Corporations are meeting their responsibility to help to attain world peace. (0.61194)

Var 021 - Corporations are meeting their responsibility to help to solve the problems of the U. S. poor. (0.56154)

Var 014 - Corporations are meeting their responsibility to keep "harmful" products off the market. (0.31326)

Factor 14 - Traditional Protest  
TRADITIONALLY ACCEPTED METHODS SHOULD BE USED TO EXPRESS  
DISAGREEMENT WITH CORPORATE POLICY

Var 087 - Employees should express their disagreement with corporate policy by quitting the corporation and informing the public of their reasons for leaving through mass media and other available means. (0.62131)

Var 090 - Employees should express their disagreement with corporate policy by expressing their dissatisfaction to top management through verbal or written means. (0.51326)

Var 086 - Employees should express their disagreement with corporate policy by quitting the corporation at their earliest opportunity and privately informing management of their reasons for leaving. (0.42502)

Var 088 - Employees should express their disagreement with corporate policy by organizing a discussion group to be held at lunch time to discuss corporate policy. (The discussion would not be open to the public.) (0.37565)

Var 083 - Employees should express their disagreement with corporate policy by participating in a public protest demonstration over certain corporate policies or practices. (0.32697)

CHAPTER FIVE  
PRESENTATION AND INTERPRETATION OF  
QUESTIONNAIRE RESULTS

INTRODUCTION

The purpose of this chapter is to present and interpret the statistical analysis results from the questionnaire section of this study. To accomplish this task the chapter was divided into several sections. The first section deals with the question of whether a generation gap existed in the corporations involved in this study in 1972. Following on the results of the first section the second section deals with the nature of the gap. The third section deals with the question of whether the gap which was uncovered was of a sufficient degree as to suggest the possibility of conflict in the corporations surveyed by this study.

As these questions are dealt with, various tables will be presented indicating the results of the questionnaire statistical analysis procedures outlined in Chapter II. Each table may be referred to several times throughout the chapter but will not be dealt with in full detail until later in the chapter.

DID A GENERATION GAP EXIST IN 1972?

The main issue raised by this study was whether there were significant differences across age groups on the items tested in the research. The results from the interviews had indicated that some significant differences did seem to exist between younger and older executives. The younger executives appeared more concerned and enthusiastic about social issues than their older counterparts. Furthermore, they seemed often to strongly disagree with their older counterparts on how the corporation

should react to these problems.

The results from the questionnaire indicated that significant differences existed between age groups over certain items appearing in the questionnaire. A look at the MANOVA by age in Table III [Insert Table III here] indicated that there were significant differences on factors #3 and #5 dealing with office takeovers and factor #8 dealing with discrimination in the corporation. There were also some differences indicated on factor #11 dealing with meeting legal responsibilities and factor #12 dealing with hiring the minorities. This indicated that for the broad cross-section of the respondents, there was a statistically significant difference over approximately one-third of the issues measured by this survey. (More will be said later concerning the nature and intensity of the gap on these issues.)

A further analysis of the results from Table III indicated that there were not significant differences across age groups on six of the 14 factors, factors #1, #4, #6, #7, #10, and #14. At first glance, it seemed that these factors showed no evidence of difference between any of the age groups studied. However, a review of the results from Table IV [Insert Table IV here] indicated that such a conclusion was not entirely true. Table IV, a summary of the results from the age MANOVA's performed for the individual companies in this study, showed that there were only two factors, factor #4, mediating the generational conflict, and factor #7, management determination of social responsibilities, on which there was no significant difference between the age groups in any of the companies. Therefore, it seemed fair to draw two interpretations from the data in this study: 1) for factors #4 and #8 there were no statistically significant differences between age groups;

TABLE III

A MANOVA WITH AGE AS THE INDEPENDENT VARIABLE AND THE 14 FACTORS AS THE DEPENDENT VARIABLES  
INDICATING THE COMBINED OBSERVED MEANS OF THE FACTOR SCORES, THE STANDARD DEVIATIONS,  
AND THE RESULTS OF THE UNIVARIATE F TESTS FOR THE AGE EFFECT

FACTOR #	Means 21 to 30 yrs.	Std. Dev. 21 to 30 yrs.	Means 31 to 40 yrs.	Std. Dev. 31 to 40 yrs.	Means 41 to 59 yrs.	Std. Dev. 41 to 59 yrs.	Means 60 yrs. & over	Std. Dev. 60 yrs. & over
1	2.56	0.54	2.59	0.67	2.52	0.62	2.40	0.65
2*	3.35	1.02	3.27	1.20	2.96	0.84	3.22	1.03
3****	-0.12	1.27	0.46	1.36	1.14	1.22	0.64	1.41
4	-0.10	0.71	-0.06	0.74	-0.26	0.73	-0.21	0.72
5****	1.96	1.01	1.73	1.12	1.38	1.32	1.56	1.15
6	5.48	0.82	5.59	0.95	5.53	0.89	5.76	0.97
7	2.39	1.03	2.42	1.20	2.35	1.13	2.55	1.26
8****	1.46	1.02	1.76	1.08	1.93	0.79	2.02	0.78
9*	2.94	1.12	2.88	1.27	2.53	1.30	2.78	1.20
10	6.65	0.95	6.73	1.04	6.62	0.97	6.81	1.04
11**	5.09	0.93	5.11	0.93	5.43	0.90	5.37	0.85
12***	3.98	0.93	3.98	1.07	4.27	0.91	4.40	0.81
13*	3.97	0.97	4.06	0.90	3.74	1.00	3.79	0.90
14	7.05	0.88	7.07	0.87	7.07	0.93	6.81	1.17
* .05	Univariate F	Test with 3 and 497 degrees of freedom						
**	"	"	"	"	"	"	"	"
***	"	"	"	"	"	"	"	"
****	"	"	"	"	"	"	"	"



TABLE IV

A COMPARISON OF THE UNIVARIATE F TESTS  
FROM A MANOVA PERFORMED ON COMPANIES 1, 2 AND 3  
WITH AGE AS THE INDEPENDENT VARIABLE  
AND THE 14 FACTORS AS THE DEPENDENT VARIABLES

	Company 1	Company 2	Company 3
<b>Factor #</b>			
1	N.S.*	N.S.	.05
2	N.S.	.01	N.S.
-3	.0001	.0001	.0001
-4	N.S.	N.S.	N.S.
5	.0001	.001	.001
6	.001	.05	N.S.
-7	N.S.	N.S.	N.S.
8	.01	.05	.0001
9	N.S.	N.S.	.05
10	.05	.05	N.S.
11	.01	.001	N.S.
12	.0001	N.S.	N.S.
13	.0001	N.S.	N.S.
14	N.S.	N.S.	.01

\* N.S. - Not Significant

and 2) for the remaining 12 factors there were statistically significant differences which varied as the nature of the corporate environment varied, except for factor #3, which had a .0001 difference between age groups for all three companies.

Additional support for the existence of significant differences between age groups is displayed in the regression results in Table V. [Insert Table V here.] The first five factors dealing with office takeovers and social responsibility issues accounted for as much as 17.8% of the variance. With a sample in excess of 500, this constituted a rather sizable effect and indicated that age was a significant predictor of differences over the social responsibility and office takeover issues.

Further understanding and support for the concept that significant differences existed between age groups in the corporations in this study was gained by reviewing the results of the t tests presented in Appendix K. These provide insight into the 43.1% of the variance not accounted for in the factor analysis results. Here it can be seen that a .05 or greater difference occurred between 20-30 year olds and the 31-65 year olds on 70% of the 95 items in the questionnaire, and as much as a .0001 difference on 36% of the 95 items in the questionnaire. These results help provide additional detail on differences which did and did not exist between age groups. They showed again that the general corporate social responsibility issues and the corporate office takeover issue were the major evidence of the gap. They also indicated that the issues of 1) whether the corporation has responsibility to solve certain problems, 2) the need to use corporate democracy for determining social responsibility, 3) the need to help the less fortunate nations and people, and 4) the factors influencing executive attitudes about cor-

TABLE V

A STEPWISE MULTIPLE REGRESSION WITH AGE AS THE INDEPENDENT  
VARIABLE AND THE 14 FACTORS AS THE DEPENDENT VARIABLES

Step	Factor #	Multiple R	R Squared
1	3	.308	.094
2	8	.349	.122
3	12	.390	.152
4	11	.413	.170
5	6	.423	.178

porate social responsibility did not generate any statistically significant evidence of differences.

In summary, Tables III, IV, V and Appendix K seemed to indicate that there were some items over which a generation gap existed in the corporations studied. This gap was centered on the corporate social responsibility and office takeover issues. Other issues such as corporate democracy, personal social responsibility, and the factors influencing attitudes on social issues did not provide significant evidence of a gap.

#### NATURE OF THE GAP

The interview findings indicated that the nature of the gap was not one where the young and old had developed opposite sets of values and beliefs. Rather it appeared that most of the major differences could be measured in terms of the degree of enthusiasm and concern expressed by each age group for certain value and belief patterns. An analysis of the questionnaire data supported this interpretation. The combined observed means of the factor scores for age presented in Table III showed the difference across age groups stayed within a 1.5 point variation, with 5 points of variation possible. These were sizable effects but did not indicate that the younger and older executives were developing opposite sets of values and beliefs.

The interview findings had also indicated that the nature of the gap was such that the younger executives tended toward the less "conservative" end of the spectrum over the issues measured by the survey and the older executives tended toward the more "conservative" end of the spectrum. This supposition was partially supported by a review of the combined observed means of the factor scores for each of the age

groups on each of the factors over which statistically significant differences appeared (see Table III).

In the case of factor #8, corporations are eliminating racism and discrimination within their ranks, the youngest group had the lowest score indicating a tendency for this group to feel stronger than any of the other age groups that their corporation could have done more than they had in 1972 in the racism and discrimination areas. In the case of factor #11, corporations are meeting their legally required social responsibilities, the youngest group again had the lowest score indicating their tendency to feel more strongly that extra effort could have been put forth by corporations in meeting legally required social responsibilities. It seemed that the younger executives' position on these issues could be accurately labeled as "less conservative." On factor #12, uncontrollable factors stop the corporations from bringing larger numbers of women and minorities into corporate management, the youngest group shared the lowest score with the age group of 31-40 years. This indicated their tendency to feel less strongly than those over 40 that uncontrollable factors were important in explaining the absence of women and minorities from corporate ranks. Again this seemed to represent a "less conservative" response tendency. In the case of factor #5 a "less conservative" response tendency was also noted. This factor dealt with willingness to participate in and/or support office takeover actions. On this factor the youngest group had the highest score, indicating more tendency to become involved in office takeover actions than the older groups in the study.

On the last significant factor in the age MANOVA, the "less conservative" tendency appeared to change. This was factor #3, those

who take over corporate offices should not be fired. On this factor the youngest group had the lowest score, indicating that they felt stronger than any other age group that firing was an appropriate penalty for office takeover actions. From one viewpoint this should be labeled as "more conservative." However, when the results of factor #3 and #5 were viewed together it was seen that it was possible that another interpretation may have been warranted. Factor #5 showed the younger executives more ready than other age groups to participate in and/or support office takeovers. This finding called to mind an interview finding which indicated that the younger groups seemed to feel that they could find work elsewhere, and from what the data in this questionnaire indicated it seemed that this interpretation could be an accurate description of the younger group's consideration of the office takeover issue. Hence, the younger group's response to factor #3 could indeed be labeled as "less conservative."

In summary, the data from the age MANOVA in Table III indicated that on four out of the five factors over which significant differences existed between age groups, the younger tended toward the "less conservative" position, and on the fifth factor, the younger executives may have tended toward a "less conservative" position.

The nature of the gap also appears to be such that it varied with the corporate environment. Information on the nature of the environmental influence on the gap can be obtained from reviewing Table VI [Insert Table VI here] and plotting the combined observed means of the factor scores for the most significant variables in the company MANOVA. As Figure I [Insert Figure I here] indicates, the age groups in companies 1 and 4 and in companies 2 and 3 responded in a similar manner.

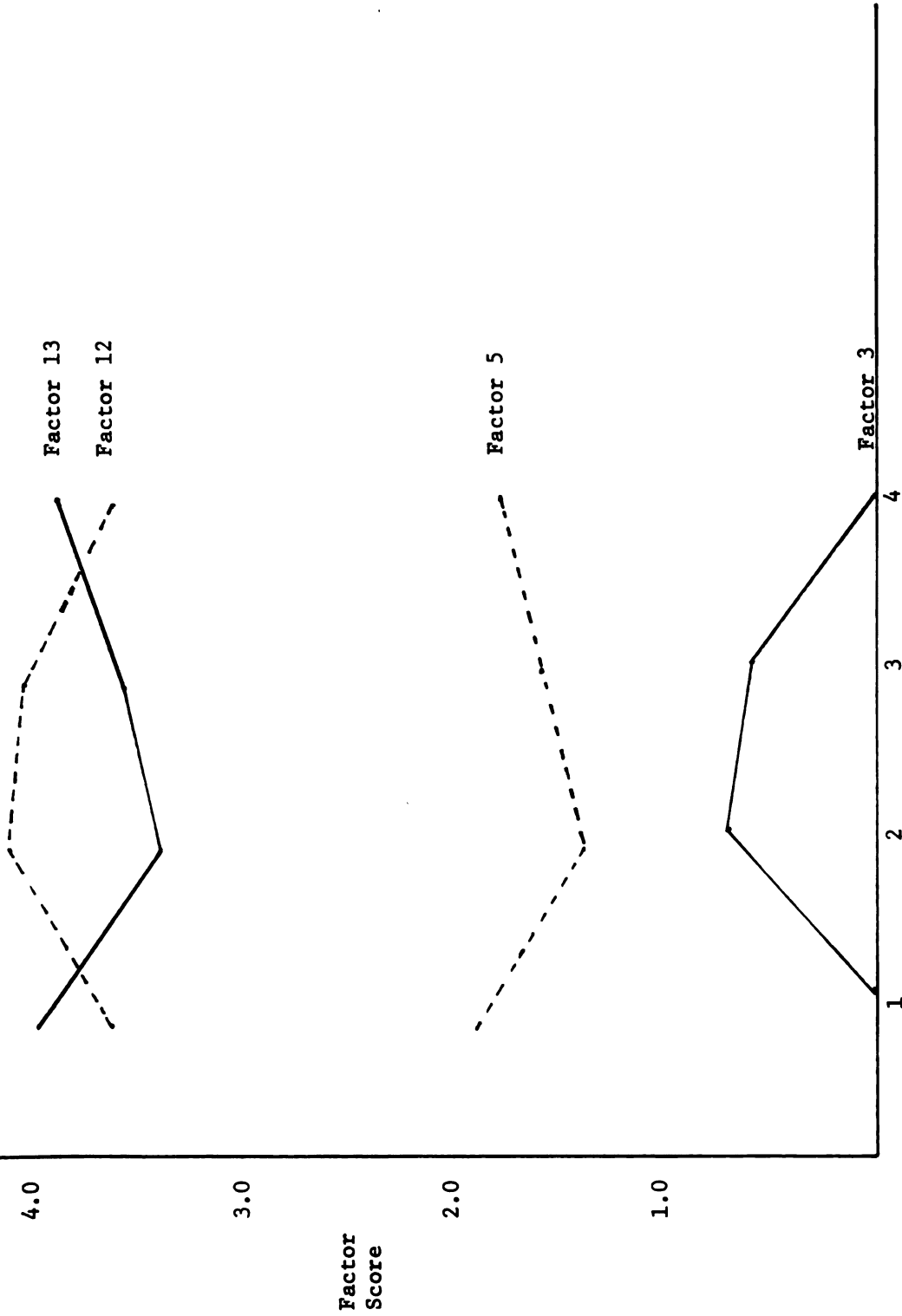
TABLE VI

A MANOVA WITH COMPANY AS THE INDEPENDENT VARIABLE AND THE 14 FACTORS AS THE DEPENDENT VARIABLES  
INDICATING THE COMBINED OBSERVED MEANS OF THE FACTOR SCORES,  
AND THE RESULTS OF THE UNIVARIATE F TESTS FOR THE AGE EFFECT

FACTOR #	COMPANY 1	COMPANY 2	COMPANY 3	COMPANY 4
1	2.50	2.51	2.49	2.58
2	3.35	3.13	3.23	3.33
3****	-0.11	0.68	0.53	-0.02
4	-0.10	-0.16	-0.13	-0.22
5****	2.07	1.51	1.61	1.96
6	5.66	5.48	5.48	5.70
7	2.38	2.40	2.39	2.59
8*	1.88	1.65	1.62	1.56
9***	2.97	2.73	2.63	3.36
10	6.80	6.59	6.65	6.73
11***	4.90	5.23	5.38	5.29
12****	3.81	4.33	4.22	3.86
13****	4.28	3.64	3.80	4.12
14	6.98	7.01	7.06	7.01

*	.05	Univariate F Test with 3 and 497 degrees of freedom
**	.01	" " " " " "
***	.001	" " " " " "
****	.0001	" " " " " "

A PLOTTING OF THE COMBINED OBSERVED MEANS OF THE FACTOR SCORES  
FOR THE FOUR MOST SIGNIFICANT VARIABLES IN THE COMPANY MANOVA



Since company is a nominal variable, the shape of the curves is obviously an artifact of order.



This seemed to indicate that the nature of the corporate environment was an important factor in determining the nature of the gap.

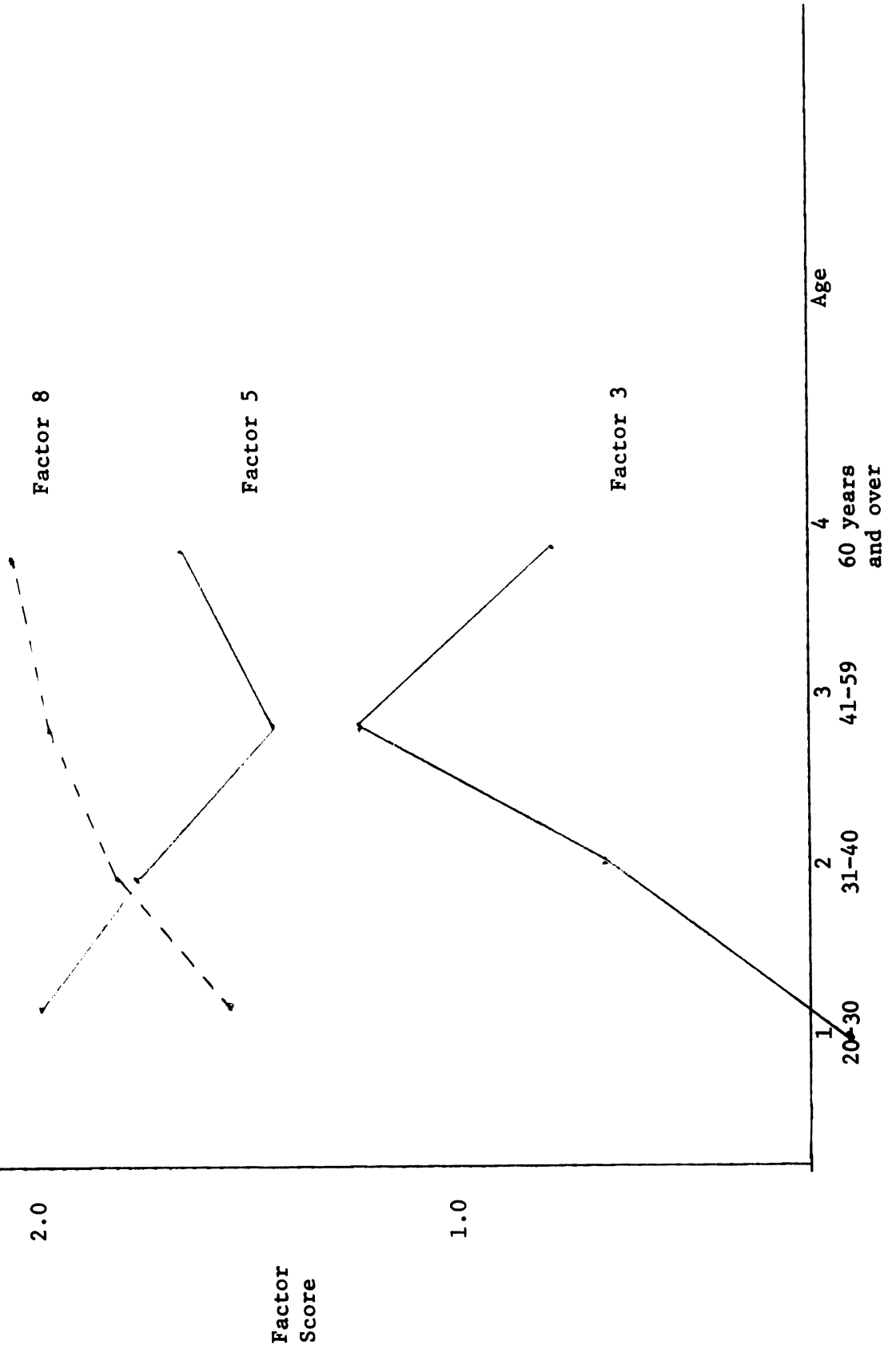
Further insight into the corporate environmental impact on the gap can be seen in Table IV. This table is a comparison of the univariate F tests from the age MANOVA for companies 1, 2 and 3.\* The table indicated there was a similarity between companies on only three factors, factors #3, #4, and #7. There was a dissimilarity on the remaining 11 factors. Furthermore, the dissimilarity between age groups in company 1 seemed much more pronounced, particularly in factors #12 and #13 which dealt with the extent to which the corporation was meeting its social responsibility. The data collected from this study did not provide the answer as to why the gap appeared to vary with the company environment. The major point of interest was that the gap did indeed vary with different environments, and those interested in understanding the nature of a generation gap should be aware of this variation.

One final word of caution is needed at this point. As was noted in Chapter Two, the company data had been somewhat distorted by the variations in the questionnaire distribution procedures used by each company. Hence the preceding interpretation should be accepted with this possible distortion in mind.

Further understanding of the nature of the gap came from a more detailed analysis of the combined observed means of the factor scores for age in Table III. A plotting of the means for factors #3, firing office takeovers, and #5, favoring office takeover, showed a distinct curvilinear relationship. [Insert Figure II here.] This seemed to indicate the degree of the gap between the oldest and the youngest groups was less than the degree of the gap between the youngest and middleage

\* Company 4 was omitted because of insufficient sample size.

A PLOTTING OF THE COMBINED OBSERVED MEANS OF THE FACTOR SCORES  
FOR THE THREE MOST SIGNIFICANT VARIABLES IN THE AGE MANOVA



groups. Furthermore, because this curvilinear relationship appeared only on the office takeover factors, it seemed that this relationship was representative of only the office takeover issue. To determine if indeed the curvilinear relationship was only present in the office takeover issue further analysis of the questionnaire data was performed by plotting a series of graphs on the mean responses for the 21-30, 31-40, 41-59, and 60-65 age groups for each of the items in the questionnaire. This process allowed for a more detailed analysis of the results not possible from the aggregate data presented in the factor analysis. It also included the 43.1% of the variance excluded from the factor analysis. The final outcome indicated that the curvilinear relationship was not a phenomenon limited to the office takeover items; rather it appeared on a quite regular basis in many of the items in the questionnaire. The results of the analysis, presented in Table VII [Insert Table VII here], indicated that the relationship appeared in 52 of the 109 items in the questionnaire. These data seemed to confirm that the gap often tended to be most significant between the younger and the middle-aged executive. As the executives grew older their attitudes tended to become more similar to the younger group, at least in the items listed in Table VI. Furthermore, the greatest gap seemed to be between the 41-59 age group and the 21-30 age group, and greatest similarity tended to be between the 31-40 age group and the 60-65 age group.

A final degree of insight into the nature of the gap uncovered by this study was provided by a review of the regression analysis presented in Table V. From this review it was clear that the primary evidence of the gap was the office takeover issue represented in factor #3. This factor accounted for 9.4% of the variance on age. The second major

TABLE VII

A LISTING OF ITEMS ON WHICH A CURVILINEAR RELATIONSHIP APPEARED

Var 006*	040	074
007	041	075
008	042	080
009	043	081
014	044	082
015	046	083
017	050	085
018	054	091
019	055	092
020	056	097
023	057	106
024	059	107
027	060	108
031	061	109
032	062	
033	063	
034	066	
038	072	
039	073	

\* Refer to the questionnaire in Appendix F to determine the specific questions represented by these variable numbers.

evidence of the gap appeared to be the existence of discrimination in the corporation. This was supported by the presence of factors #8, #11, and #12 in the regression equation accounting for 7.6% of the variance on age.

Insight into the role of the biodata items in the explanation of differences between age groups is presented in the regression results presented in Table VIII. [Insert Table VIII here.] This regression analysis indicated that biodata item #15, loyalty to company vs. loyalty to profession, was significant evidence of a difference between age groups in that it accounted for 5.3% of the variance on age. This seemed to indicate that as age increased so too did one's loyalty to company. A more detailed review of the responses to this question, however, indicated that such a conclusion was not entirely valid. When the mean responses to question #15 for the following age groups 21-30, 31-40, 41-50, 51-60, and 61-65 were plotted, it was found again that the curvilinear relationship was present (see Figure III). [Insert Figure III here:] This indicated that the greatest disagreement over the loyalty issue was between the 40-59 year olds and the 21-30 year olds. Hence, again it was clear that disagreement between age groups was not best characterized as a disagreement between the 20-30 year old group and the over 30 group. Rather it was more accurately characterized, in both the loyalty issue case and the other cases noted in Table VI, as a disagreement between the 21-30 year old group and the 40-59 year old group.

The results from the regression analysis in Table VIII also indicated that the items in question #20 accounted for no significant variance on age. This seemed to indicate that both younger and older executives saw themselves as drawing their attitudes about corporate social responsi-

TABLE VIII

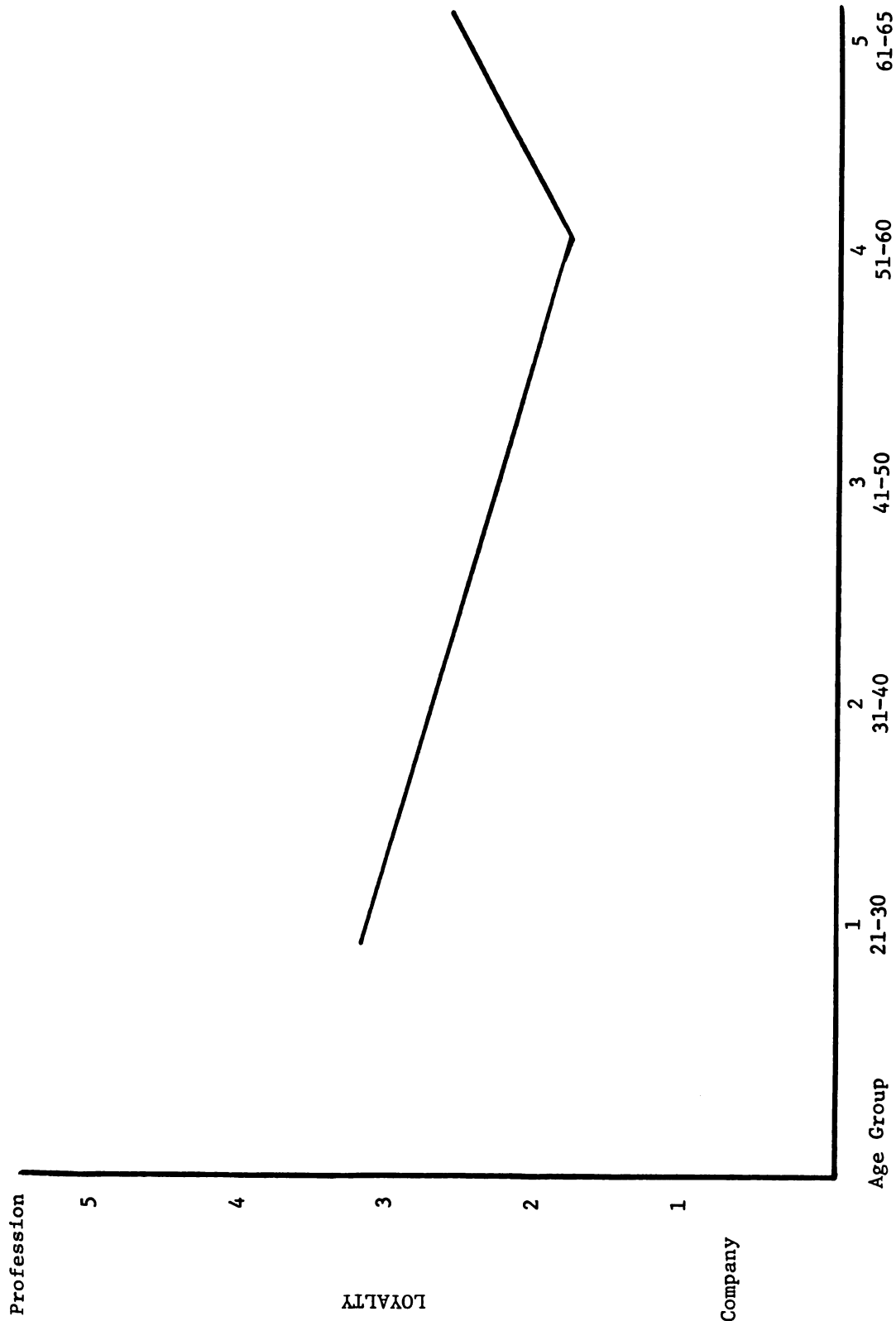
A STEPWISE MULTIPLE REGRESSION WITH AGE AS THE DEPENDENT VARIABLE  
AND THE 14 FACTORS AND THE BIODATA ITEMS AS THE INDEPENDENT VARIABLES

	Multiple R	R Square
Factor #3	.308	.094
Biodata #15*	.388	.150
Biodata #13	.426	.182
Biodata #14-B	.463	.214
Biodata #14-C	.487	.237
Biodata #17	.507	.257
Biodata #11	.524	.275
Factor #8	.534	.285
Factor #12	.547	.299
Factor #11	.555	.308
Question #20-D	.563	.318
Biodata #13	.569	.324
Factor #6	.575	.330
Question #20-J	.580	.336
Biodata #16	.585	.343
Question #20-C-5	.591	.350
Biodata #12	.594	.353
Question #20-I	.596	.355
Biodata #14-A	.597	.356
Factor #14	.598	.358
Factor #7	.599	.359
Question #20-E	.601	.361
Biodata #12	.602	.362
Question #20-C-3	.603	.364
Question #20-B	.604	.365
Factor #13	.605	.366
Question #20-F	.605	.367
Question #20-C-1	.606	.367
Question #20-C-4	.606	.368
Factor #1	.606	.368
Factor #5	.607	.368
Factor #9	.607	.368
Question #20-C-2	.607	.369
Question #20-G	.607	.369
Factor #4	.607	.369
Factor #10	.607	.369
Factor #2	.607	.369

\*See the questionnaire in Appendix F as a guide for linking the bio-data numbers to specific questions.



A PLOTTING OF THE MEAN RESPONSES TO BIODATA ITEM #15  
FOR 5 SEPARATE AGE GROUPS





bility from similar places. Hence, although the younger and older executives tended to differ on many of the items in the questionnaire, they did not seem to differ in the sources from which they drew their respective attitudes. It appeared that it is the interpretation that the executives gave to the messages versus the information sources themselves that explained the differences in their attitudes.

To review, the following is a summary of the findings of the study regarding the generation gap in the organizations studied.

- I. A gap existed, as evidenced by at least a .01 difference on 5 of the 14 factors measured in this study, with 17.8% of the variance in age being accounted for by these 5 factors.
- II. The nature of the gap was not one where the older and younger groups had opposite sets of views; rather it was one where the younger group tended toward the less conservative views and the older groups tended toward the more conservative end of the spectrum.
- III. The significance and spread of the gap changed as the type of corporation changed.
- IV. At least 60% of the gap evidenced a distinct curvilinear relationship, indicating that the 21-30 year olds and the 41-59 year olds had the most significant degree of difference on the items in this study. Furthermore, the 60-65 year olds and the 31-40 year olds were most similar in their views.
- V. The major evidences of the gap were over the following issues, ranked in order of importance:
  - a. corporate office takeover
  - b. existence of discrimination in the corporations
  - c. loyalty to company vs. profession.

#### THE GAP AS A SOURCE OF CONFLICT

The last and perhaps the most significant question considered by this study was the nature of the conflict potential presented by the existence of a possible generation gap in the corporation. An answer to this question was partially found in the MANOVA and t test results which indicated that corporate office takeover was indeed a significant

source of a gap between younger and older executives. A more complete answer was found in a review of the frequency distribution of responses for the younger and older age groups to the questions dealing with the use of campus protest methods in the corporation. The frequency responses are presented in Exhibit II. [Insert Exhibit II here.] Even a cursory review of the percentage figures for question #13 and #14 indicated that the gap uncovered by this survey did indeed offer potential for conflict in the corporation. Some of the more noteworthy figures included the following: 32.0% of the younger executives and 21.1% of the older executives indicated they would participate in an office takeover in the case of a pollution alert, and a still significant 9.2% of the younger executives and 5.1% of the older executives indicated that they would participate in the case of a plant location controversy.\* Furthermore, a striking 62.8% of the younger and 35.3% of the older executives responded that they would support an office takeover in the case of a pollution alert and a still significant 13.5% of the younger and 10.4% of the older executives said they would support an office takeover in the case of the plant location controversy. It is also highly relevant to note that 50% of the younger and 26.% of the older executives agreed with the use of underground newspapers to express disagreement with corporation policies; 51% of the younger executives and 32.7% of the older executives felt that they would agree to participate in a public protest demonstration to voice disagreement with corporation policy. Finally, it should be noted that only 21.9% of the younger and 43.0% of the older executives disagreed with the

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\* If 9.2% or 5.1% sounds insignificant, it is important to remember that only four to five persons are actually needed for an office takeover.

## EXHIBIT II

A FREQUENCY DISTRIBUTION OF THE RESPONSES OF 20-30 YEAR OLDS  
AND 31-65 YEAR OLDS TO QUESTIONS # 13 AND 14 FROM THE QUESTIONNAIRE

Suppose the company you happened to be working for was polluting the air, and there was a pollution alert in your city (an alert similar to the summer, 1971, alert in Birmingham, Alabama, where older people and people with respiratory problems were warned to stay inside) and your company continued its pollution related operations. How would you react to a group of the company's executives taking over the office of the president in an effort to have the plant stop its pollution related operations until after the alert was ended? (They had earlier tried talking with management and received a firm rejection.)

A.	I would participate in such an action. 072	*O	43.5	19.1	16.1	15.4	5.7***
		**Y	21.1	23.5	22.5	20.6	12.3
			SD	GD	CS	GA	SA
B.	I would support such an action. 073	O	38.0	17.3	9.3	26.3	9.0
		Y	14.2	13.7	9.3	32.4	30.4
			SD	GD	CS	GA	SA
C.	I would generally disagree with such an action, but do not feel that those involved should be fired. 074	O	20.7	26.8	14.6	31.5	5.8
		Y	24.3	28.2	11.4	31.2	4.5
			SD	GD	CS	GA	SA
D.	I would disagree with such an action and feel that all involved should be fired. 075	O	30.1	29.4	14.7	8.7	16.7
		Y	53.5	25.7	9.4	5.0	6.4
			SD	GD	CS	GA	SA

Suppose your company was planning to build a new plant and it had a choice of two locations: one in an already industrialized sector of an inner city ghetto and the second in a white suburb. Even though cost considerations were the same for both locations, your company chose the suburban location. How would you react to a group of your company's executives taking over the office of the president in an effort to have the company reconsider the decision and have the plant built in the ghetto? (They had earlier tried talking with management but received a firm rejection.)

A.	I would participate in such an action. 076	O	60.9	24.9	8.8	4.4	0.7
		Y	37.7	37.3	15.2	6.9	2.9
			SD	GD	CS	GA	SA
B.	I would support such an action. 077	O	51.2	30.3	7.7	9.1	1.3
		Y	28.2	39.8	13.6	11.2	7.3
			SD	GD	CS	GA	SA

\* O - Stands for 31-65 year olds

\*\* Y - Stands for 20-30 year olds

\*\*\* All figures are expressed in percentages

\*\*\*\* These indicate variable numbers which correlate with the questionnaire in Appendix F.

C.	I would generally disagree with such an action, but do not feel that those involved should be fired. 078	O	22.3	20.7	14.7	35.7	6.7
		Y	11.9	20.3	16.8	44.1	6.4
		SD		GD	CS	GA	SA
D.	I would disagree with such an action and feel that all involved should be fired. 079	O	20.1	29.8	15.1	13.4	21.4
		Y	29.2	35.6	16.3	11.4	7.4
		SD		GD	CS	GA	SA

Please express your reaction to the following aspects of employee protest. (The protest is being made on the employees' own time and not on the company time.)

A.	Employees publishing and disseminating an underground newspaper which informs the public on what these employees see as the effects on certain corporate policies or practices. 080	O	30.4	36.9	6.5	23.2	2.9
		Y	14.6	27.7	7.8	39.3	10.7
		SD		GD	CS	GA	SA
B.	Management asking those involved in publishing such an underground newspaper to leave the corporation. 081	O	11.8	35.1	5.9	30.5	16.7
		Y	30.1	31.6	8.3	23.8	6.3
		SD		GD	CS	GA	SA
C.	Management informing those involved in publishing such an underground newspaper that their continued participation could seriously hinder their chances for advancement in the corporation. 082	O	12.5	25.3	7.9	35.4	18.8
		Y	21.8	29.6	7.3	31.6	9.7
		SD		GD	CS	GA	SA
D.	Employees participating in a public protest demonstration over certain corporate policies or practices. 083	O	22.5	36.6	8.2	30.1	2.6
		Y	10.2	27.7	11.2	40.3	10.7
		SD		GD	CS	GA	SA
E.	Management asking those involved in such public protest demonstrations to leave the corporation. 084	O	14.8	46.2	7.2	21.6	10.2
		Y	28.6	38.3	11.7	18.4	2.9
		SD		GD	CS	GA	SA
F.	Management informing those involved in such public protest demonstrations that their continued participation could seriously hinder their advancement in the corporation. 085	O	14.4	28.9	5.2	38.0	13.4
		Y	21.5	33.7	8.8	29.3	6.8
		SD		GD	CS	GA	SA

G.	Employees quitting the corporations at their earliest opportunity and privately informing management of their reasons for leaving. 086	O	2.0	10.5	6.6	45.4	35.5
		Y	7.3	11.2	9.8	42.4	29.3
			SD	GD	CS	GA	SA
H.	Employees quitting the corporation and informing the public of their reasons for leaving through mass media and other available means. 087	O	12.8	35.9	9.2	30.3	11.8
		Y	10.7	28.6	16.0	33.5	10.7
			SD	GD	CS	GA	SA
I.	Employees organizing a discussion group to be held at lunch time to discuss corporate policy. (The discussion would not be open to the public.) 088	O	3.9	13.5	8.6	55.3	18.8
		Y	1.5	6.3	5.9	59.5	26.8
			SD	GD	CS	GA	SA
J.	Employees expressing their dissatisfaction to their immediate supervisor through verbal or written means. 089	O	0.7	1.6	1.0	49.7	47.1
		Y	0.5	3.4	1.0	45.1	50.0
			SD	GD	CS	GA	SA
K.	Employees expressing their dissatisfaction to top management through verbal or written means. 090	O	2.0	6.5	2.3	52.6	36.6
		Y	1.0	9.2	2.9	48.5	38.3
			SD	GD	CS	GA	SA

Corporate employees have a right to freely express their opinions on corporate policy through the printing of underground newspapers, organizing of discussion groups, etc. If I had responsibility and authority over such matters, I would do my best to insure that participation in such matters did not adversely affect an employees advancement potential. 091

O	13.8	29.2	13.1	31.8	12.1
Y	2.9	19.0	17.6	37.1	23.4
	SD	GD	CS	GA	SA

If I were one of the first to become aware that a group of young executives was about to publish an underground newspaper, start a demonstration, or take over the office of the president in an effort to express their serious discontent with corporate policies, I would:

A.	ignore the situation and let the conflict resolve itself. 092	O	45.3	38.2	8.1	7.4	0.7
		Y	26.6	36.5	19.2	15.8	2.0
			SD	GD	CS	GA	SA
B.	inform top management of the situation. 093	O	3.7	19.8	10.1	36.6	29.5
		Y	13.9	29.9	21.4	28.9	6.0
			SD	GD	CS	GA	SA

C.	talk with the young executives and try to have them reconsider their decision.	O	2.7	8.4	13.0	47.8	27.8
		Y	4.4	20.7	17.2	46.3	11.3
		SD		GD	CS	GA	SA
D.	personally meet with top management, inform them of the situation without specifically identifying the persons involved, and offer my assistance in acting as a mediator in reducing the conflict. 095	O	3.7	14.0	13.6	48.5	20.3
		Y	9.9	16.3	21.7	35.0	17.2

concept that if they had responsibility and authority over such matters that they would do their best to insure that those involved in publishing underground newspapers, participating in public protest demonstrations, and such activities, would not have their advancement potential adversely affected.

All of the figures from Exhibit II indicated that there was indeed significant potential for conflict between younger executives and the corporation. Furthermore, a review of the figures on the older respondents put a great deal of realism into the prediction by Judson Gooding (Gooding, 1961) in Fortune that the attitudes of the young executives may affect their colleagues and result in a form of corporate mutiny.

## CHAPTER SIX

### IMPLICATIONS OF THE STUDY

Now that the questions on the existence, nature, and conflict potential of the corporate generation gap have been treated, two major questions remain. First, is the gap which was found of any significance to corporations; and secondly, if it is of significance, do the data from this study provide any guidelines for managing the gap?

The nature of the results from this study do not allow for any significant definitive predictions to be made, or for any definite conclusions to be drawn. The data collected from this study deal with the attitudes executives held during the summer of 1972. It is quite possible these attitudes have changed by 1975. Furthermore it is quite possible that there is very little linkage between the attitudes expressed and the actual behavior of the respondents. It should always be clear that what people say when responding to a study of this nature may have no bearing on what they say and feel when they actually face these issues in their corporations. Many new factors arise in the interim, for example, peer group pressure and a full realization of the implications that their attitudes could have on their acceptance within the organization. Hence, many times respondents behave in a quite different manner when the issues actually arise. Moreover, since 1972 many changes may have taken place in the outside environment which no longer make it the "in thing" to be in favor of participating in protest over corporate actions or to express any worry or concern over corporate social responsibilities. It may very well be true that with the cultural pressure gone, the gap uncovered by



this study is also gone. Despite this possibility, it still seems reasonable to assume that because of the sample size and the statistical significance of some of the findings some of these attitudes may still persist. With this assumption in mind, what follows are some tentative hypotheses regarding the seriousness and potential solutions to the gap suggested by this study.

#### SERIOUSNESS OF THE GAP

The question, "Is the gap serious?" does not have a black and white answer. It would seem that the seriousness of the gap uncovered by this study would depend on the nature of the corporation, its manpower needs, the rate of change in its outside environment and the economic health of its market base. If, among other things, the corporation considering this question had a secure monopoly position and was easily able to fulfill its needs for talented manpower, then it would be possible that they might label the gap as insignificant. On the other hand, if the corporation considering this question was like most corporations responding to the 1970 Harvard Business Review (Ammer, 1971) survey which indicated that the ability to recruit and keep talented younger executives was the primary problem they faced for the 1970's, then the gap would seem to be of corporate significance. Even though a serious gap was not discovered between a large majority of younger and older executives, a serious gap was located between a significant minority, approximately 20% of the younger and 20% of the older executives. It is this gap which needs the attention of corporations wishing to recruit, retain within the corporation, and keep working in an efficient and effective manner this 20% of the younger executive population (and for that matter for those wishing to retain within the corporation and keep working in an efficient and effective manner

that 10-15% of the older population holding similar views).

A second, less universal, but still potentially important reason for taking steps to manage the corporate generation gap comes from the significant interview and questionnaire findings on the possibility of campus rebellion tactics being used by younger executives discontented with current methods of operating corporations. Although major office takeovers or other types of rebellion have yet to be reported, if they do begin a serious problem appears certain. The percentage figures suggested by this study indicate that the probability of such actions snowballing is significant indeed. Although it may not happen within the next three years as Mr. Koch's prediction would indicate,\* if the findings of this questionnaire have any validity at all, it may well happen within the next ten years unless major changes occur in attitudes of the younger corporate executives or in the operating style of corporations. (Again, review Exhibit II for supporting data.)

Further insight into the seriousness of the gap can be found in a review of the evidence of a gap. The second major evidence of the gap is over the discrimination issue. Today many changes are taking place in the legal environment which are forcing the corporation to respond in more appropriate ways over these discrimination issues. If there are indeed a large number of executives in the corporation itself who feel that more could be done in this area, then it may well also be true that a large number of judges and juries will hold similar views. The implications of this for corporations is quite serious, and it would

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\* "Within five years a group of young executives will take over the office of a corporation president in order to force socially oriented concessions from the company"(Athos, 1971).'

seem that they may have to invest considerable attention and resources if they are to avoid costly court settlements over their hiring and promotion practices for women and minorities.

A third important finding from the study which sheds some light on the seriousness of the gap is found in the loyalty to profession versus company results displayed in Figure III. It is quite clear from these results that corporations were finding that they could no longer count on the blind loyalty of the new recruits. These members were locating a new source of loyalty, one which called for a more objective appraisal of their corporation's actions. They were, as E. E. Jennings pointed out, "the why, why, why generation," a generation which felt their professional duty as competent executives was to question and challenge the actions of their corporations. This study did not focus on the major issues over which this questioning and challenging will take place, but it has noted that this tendency has become more common among younger executives than among older executives. It has also noted that the very oldest executives were adopting this notion of professional loyalty. If this trend continues, corporations may indeed increasingly become the victims of criticism and pressure from within their own ranks.

#### WHAT CAN BE DONE TO MANAGE THE GAP?

What can corporations do to manage their generation gap? First, the corporations need to recognize that a generation gap may well exist in their organizations, so that it should become common practice to take readings on the nature and extent of a possible gap in their organization. In doing this, it is essential that they redefine what they mean by "gap." They need to realize that it may not show up as a discrete

statistical gap, with their younger and older executives on opposite sides of the fence; rather it may include a gap between some of their younger and some of their older, especially their middle-aged, executives. Also the gap may not be over every issue; rather, it may be over a certain selection of issues. Furthermore, the gap may not be over the issues of personal social responsibility as much as it is over the issues of corporate social responsibility.

Secondly, in considering the seriousness of the gap they should recognize that as organizational environments vary, so too does the nature of the gap. This means that an analysis of the gap should be made company by company. In some companies it is quite possible that no gap exists at all, whereas in others it may be of very serious proportions. General survey data on thought pattern differences between age categories in organizations may not accurately reflect the conditions in a specific organization..

Thirdly, they should recognize that although many of the "unconventional stances" are voiced by the younger members of the corporation, many older members may also hold these beliefs and may be willing to support the younger executives in their drives for reform. (See Exhibit II.) Also, it should be recognized that, if nothing else, these older executives may also be leaving the corporation because of disagreement with the policies the younger executives are openly criticizing.

Fourthly, corporations should recognize that one of the most important factors in keeping a highly talented but "unconventional thinking" young executive is to assure an open door position for expressing his discontents with corporate policy. This means developing

corporate policy which informs all executives that their input into policy matters can be expressed through a formal and open channel. This channel may include the office of an ombudsman, a consultant, an informal set of policy discussion meetings or some other vehicle. The point is that if such a vehicle is available to the younger and older executives, the management will have a feeling for how important stands on certain issues are to these executives. Also, the corporation can then determine if their failure to respond to these disagreements is in any way related to turnover of these executives.

Furthermore, the findings from this study indicate that a large majority of younger and older executives feel that executives should be allowed to express their discontent with corporate policies without this expression interfering with their corporate advancement potential. (See Exhibit II.) If this holds true, then it may not be long before attitude and behavior begin to influence each other, and it may be increasingly necessary that corporations provide in-house meetings to provide an opportunity to express this discontent. Many corporations use the "coffee klatsch" for tapping executive opinions in other areas; perhaps such meetings would work in this area.

In addition, it should become common practice for corporations to give training to their executives in understanding the nature and extent of differences between their younger and older executives. They should be given an understanding of the significance of the gap in the corporation and the ability of the corporation to attract or keep talented manpower.

Lastly, the corporations should view the literature on the nature and evidence of the generation gap as a guide for understanding the

thinking of 5-20% of the younger executives, a minority rather than an overwhelming majority of their young recruits. The literature is a helpful and somewhat accurate guide to understanding how to deal with the unconventional, anti-establishment, but still highly talented young recruit (Athos, 1971; Lombard, 1971; Fielding, 1970; Gooding, 1971).

In other words, there is not a totally new revolution going on out in the corporate ranks; rather there seems to be an evolutionary change taking place with the younger executives leading the movement for changing the corporation from a conservative to a less conservative stance.

#### FINAL THOUGHTS

The results of this study are not going to put to rest the controversy over the existence of a generation gap in corporations. It has shown that there are some differences between younger and older executives, but it has not shown that there are great differences between these groups. It has shown that there may be latent conflict potential in corporations between younger and older executives, but it has not shown in any definite way whether or not this latent potential is a serious threat to corporate harmony.

Most important, it has not demonstrated what effect later changes in the outside environment, such as the reduction of campus turbulence, the presence of an economic slowdown, or a general cultural tendency to turn one's attention more inward might have on the nature and extent of the sources of disunity and conflict between younger and older corporate executives. In effect this study has, like most others, raised more questions than it has provided answers.

The one point which is clear from this study, and perhaps the most important message that it has to offer, is that the nature of the corporate generation gap is not best understood through platitudes and hollow rhetoric which label the gap as a deep, new "unparalleled" clash of values and thoughts. Rather it is best understood through careful sampling of the attitudes of the younger and older executives in their unique corporate settings and then providing careful follow-up activities to expose and possibly bridge the actual gap which was found by systematic and careful study. If this approach is followed, then a corporation will be more likely to understand and effectively deal with the differences which do exist between their younger and older executives.

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Received 10/10/2018

Accepted 10/10/2018

Published 10/10/2018

Revised 10/10/2018

Final 10/10/2018

Accepted 10/10/2018

Published 10/10/2018

Revised 10/10/2018

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## **APPENDIX A**

## APPENDIX A

### INITIAL CONTACTS AND PHASE I INTERVIEW GUIDE

Corporations would be contacted for interviews through phone calls made to the vice-presidential level executive whose responsibilities included manpower planning and personnel relations. The executive would be informed of the study's purpose; i.e. to determine the potential seriousness and extent of a generation gap in the corporation. A request would be made that eight executives, four younger and four older, be made available for interviews, with the interview time ranging from one to two hours. It would be explained that the purpose of the interviews was to aid in the development of a questionnaire instrument to be used to measure the nature and extent of a corporate generation gap. All interviewees would be assured of complete anonymity in any presentation of the interview results. The corporations would be given the same assurance.

The Phase I interviews would last from one to two hours and would be conducted in an open-ended manner. The interviewees would be aware, through talks with their company officers, that the purpose of the interview would be to assist in a study on the generation gap in the corporation. The interviews would open with a brief explanation of the purpose of the interviews and the overall intent of the study. Following this introduction, each interviewee would be asked to make any comments which he felt might be appropriate. It would be expected that the opening comments would cover the interviewee's feelings on whether a generation gap did indeed exist. If they felt it did exist, it would be expected that they would discuss what they felt was the major sources

of the gap. As any source is mentioned, it would be recorded; and, if it had not already been discussed, questions would be asked concerning the interviewee's personal position on the issue raised. If the interviewee felt that no gap existed, leading questions would be asked regarding their position on the issues which the literature and previous interviews had indicated as possible sources of a gap. At the end of each interview, general biographical data would be requested, i.e., age, length of service with the organization, organizational title, educational background, marital status, and so on. These questions would always be asked at the conclusion of the interview so as to reduce any possible bias.

After the completion of 20 interviews, it would be expected that a common set of categories would begin to emerge from the interviewees' opinions on the sources of the gap. Under each category, a series of statements would be listed which reflected the interviewees' opinions and the positions expressed by authors on the various category areas. These statements would be sent to the faculty members of the Dissertation Committee for comment and revision.

## APPENDIX B



## APPENDIX B

### PHASE II INTERVIEW GUIDE

The Phase II set of interviews would be more structured than those in Phase I. They would be approximately one to two hours in length. The opening format would be identical to that of the initial interviews. When the various topic areas were mentioned by the interviewee, he would be asked to react to the different statements listed under that category. The reactions would be in the form of a Likert Scale Reaction, i.e., strongly agree, agree, undecided, disagree, strongly disagree, to be followed by open-ended comments on the nature of the statement and its working. At the end of each category, the interviewee would be asked if there were any additional statements which he felt should be added to the category. With the completion of a series of eight interviews, revisions would be made in each of the statements and new categories should be added as the interview results indicated a need to do so.

Following the completion of 40 interviews, it would be expected that the general topic areas would begin to repeat themselves in numbers sufficient enough that an initial questionnaire instrument could be developed. This instrument would not attempt to tap all the areas of potential gap discovered by the interviews; rather, it would zero in on several major areas which seemed to offer the most significant sources of disunity and conflict potential. This initial instrument would be sent to the faculty members of the Dissertation Committee for their review. Comments would be made by the committee members on the wording of the questions, the ordering of the questions, and the format for recording

the subjects' responses. Duplicate questions would be dropped and certain questions would be rephrased.

## **APPENDIX C**

## APPENDIX C

### PHASE III INTERVIEW GUIDE

The revised questionnaire would then be used in the Phase III series of 40 interviews. These interviews would be structured around the specific questions in the questionnaire. The average interview would range from 45 to 90 minutes in length, depending on whether the interviewees perceived the questionnaire to measure his attitudes. The questionnaire would be again returned to the faculty committee for their comments and suggestions. At this point, 20 final interviews would be conducted to develop a preliminary draft of the questionnaire. These interviews would be specifically concerned with the tightening up of the instrument's ability to tap the views of the subjects in a clear and precise manner. This preliminary draft would then again be sent to the Dissertation Committee for comments.

## **APPENDIX D**

## APPENDIX D

### CASE STUDIES

The cases which follow are not directly representative of the views of all the interviewees, but they do present views and thought patterns which were commonly found throughout the course of the interviews. They also provide an understanding of the flavor of the interview process.

#### Executive A - "Liberal Promising Young Executive"

Executive A was 27 years old and received his undergraduate degree from an Ivy League college with a major in math. His graduate degree was an M.B.A. from Harvard. He was the assistant to the vice-president of finance for a highly successful and profitable multi-national corporation on the Fortune 500 list. This executive had been rated as one of the most successful in the corporation. Three of the company's vice-presidents rated him as one of the top five outstanding prospects in their company. The extent of his success was also measurable through his salary which exceeded \$30,000.

The concept of a generation gap in the corporation was nothing new to Executive A. He had a sufficient amount of operational examples to relate regarding his experience with such a gap. These ranged from conflicts over the speed with which outmoded corporate policy or operating procedures should be changed to examples of socially-oriented projects which were turned down by the management. The examples are mostly demonstrative of Executive A's impatience for action. He did not see himself as one to jump first and think later, rather he felt he was one who was able to think rationally and quickly.

One relevant incident regarding a gap between Executive A and older executives involved the acceptance of a socially related project which he developed and implemented. Before he was interviewed, several vice-presidents boasted of a significant community-help project which Executive A had developed. The project essentially consisted of providing numerous disadvantaged communities with the services of several of the company's products at no cost. The project started off on a small scale, but at the time of the interview it was a large project with 25 units in operation. The most important aspect of the projects was that it created such significant public relations for the company that sales of these products rose sharply. This project was discussed with Executive A and his reaction was, "Sure, that project worked and was accepted, but only after two years of selling it every free chance I got." He said he spent at least 50% of his coffee breaks "pushing the idea and listening to the older executives shoot it down." "There is only so much time to work on ideas of this nature and the major problem is that whenever an idea is proposed, it takes two years of effort to every see any results." Most important is the fact that, "when you talk about the idea for those two years, all they do is find the negative points in the idea, and it's not until the idea is finally accepted that the good points are discussed." His frustration over the difficulty in implementing projects of this nature was evident in his final comment, "Although I am quite disappointed in life unless I am involved in projects of this nature, I don't see myself becoming involved in many more corporate projects. I can get far more results from my efforts in activities outside the corporation. And I'm not saying that that makes me happy, because it doesn't; but that's the reality I've learned."

The degree of corporate social responsibility was a major concern of this executive and it was this topic which took most of the interview time. He believed that most corporations, including his own, meet their social responsibilities with "a lot of talk and little or no action. It isn't that they don't mean well, the problem is that they don't do well." In the area of pollution, he felt that "corporations go after every loophole they can find." Concerning the employment of the hard-core, he believed that although it was true that they were being hired, it was also true that they were being fired at about the same rate. He labelled the action to eliminate racism as "mostly platitudes." Reverse discrimination was the only method he saw as being effective in eliminating racism. He felt the problem of helping the poor of the country was usually approached by the corporation in the traditional way of providing jobs. He referred back to his negative experience with trying to expand the type of action to other projects. In summary, he was disappointed in the way corporations were meeting their social responsibilities.

When questioned on the areas where he felt the corporation should expand its social responsibility, Executive A responded with the mention of the following: promotion of busing, involvement in the development of poor nations, and working for world peace. Outside of the social responsibility area, he felt that a generation gap existed over the extent to which authority should be delegated and the swiftness with which executives react to problems which are part of their responsibility. In short, he felt older executives delegated less and reacted slower.

When asked whether the gap between the younger and older executive members of the corporation could result in actions such as office take-overs or the publishing of underground newspapers, he said, "I have



little contact with other radical, younger corporate executives. Most of my colleagues are 40 and older. My liberal friends my age do not work for corporations." He did feel that a point may be reached in the next five years when dramatic actions such as office takeovers could take place and that the Blacks would be one of the first groups to become involved in such actions. He also stated that he might support and participate in some form of corporate mutiny, but that most younger executives would simply leave the company before using campus protest methods to express their dissatisfaction.

In summary, Executive A was a liberal, younger executive who was very dissatisfied with the way things currently operated. He wanted major changes in the operating style of corporations and felt that the generation gap is the major barrier to achieving those changes.

#### Executive X - "Conservative Older Executive"

Executive X was a highly successful, 58 year old vice-president of personnel for a major multi-national corporation on the Fortune 500 list. His education included a B.S. in Industrial Relations from Cornell combined with numerous executive development programs to keep him aware of new developments. His vice-presidential level peers praised him highly as a most effective performer.

This executive was not concerned over the development of a new, unparalleled generation gap. He did agree that a gap existed, but felt that it was not greater than the one he experienced back in the '30's. The gap between the S.D.S. (Students for a Democratic Society) types and most older executives was significant in his eyes, but he believed that most of them were being kept out of the corporation.

When questioned on the concepts of social responsibility and how

corporations were meeting their responsibilities, he stated that he was not well enough informed to accurately discuss whether any corporation other than his own was fully meeting its responsibility. In describing the best way for a corporation to meet its social responsibility, Executive X stated, "This would be to make a profit and hire a large number of people, thereby putting bread in the mouths of those who would otherwise go hungry."

Executive X strongly felt that pollution is the major issue of importance at the present time and that his corporation was doing all that could be expected. His feelings regarding racism were that his corporation had gone overboard and he pointed to three Blacks who had been hired at the corporate office during the past two years. He stated that these men were hired in order to have Blacks working in the corporate office, not because they were the most qualified candidates available. He had personally requested that other, more qualified people be appointed to their jobs. He considered the employment of hardcore an area of corporate responsibility. There were several hiring programs under his jurisdiction and he was quite proud of their success. His only reservation about the programs was the lack of openings available for many such people to be hired and promoted. He felt that the area of aid to the poor is the government's responsibility. He was quite confused and angered by the suggestion that corporations should become involved with solving the problems of world peace or reducing the armament race. He believed that such ideas, if implemented, would destroy the corporation by diverting its attention away from its primary purpose of producing and selling goods.

Executive X reacted to the concept of an office takeover with great

concern. He had personally heard of such an action at a corporation where an associate of his works as a vice-president, but attributed it to a very few radical S.D.S. types who were ignorant of what a corporation was and why it operated. He felt that the best way of dealing with this type of problem was to screen potential radicals out in the recruitment process. Such a process has been implemented in his corporation which accomplishes this purpose.

His major complaint concerning younger executives was that they were too quick to judge others. He said they complained about what other corporations were doing without having the facts to back up their statements. They brought up many different ideas such as giving company executives time off to work on socially-related projects, but never considered the consequences such actions might have on corporate efficiency.

The major concern of this executive was the middle class American who is being overburdened with too many responsibilities. He went to great length to detail reports from various media that the middle class was an ignored and overburdened silent majority. Executive X expressed his hope that this would soon be changed.

In summary, Executive X was a conservative, older executive who likes things the way they are. He felt that a gap existed between the older and younger executives, but he attributed this to inexperience and lack of information on the part of the younger executives. The present gap would, in his opinion, disappear as they grew older.

## APPENDIX E

APPENDIX E  
PRELIMINARY QUESTIONNAIRE

As the questionnaire moved through the interview process, numerous questions were added, others were refined, and others were dropped. The following is a sampling of questions which were used in many of the interviews to tap the interviewees' thinking. The questions are not included in the final questionnaire due to space limitation. They are presented in the Appendix to provide the reader and interested researcher with an additional understanding of the nature of the interview process used in this study.

1. The business of business is to maximize profit.
2. Basic reforms are needed in the racial, environmental and quality of life areas, and the power to attain these reforms lies with the U.S. corporations.
3. Corporations in effect have a multiplicity of goals; sometimes profit is overriding, sometimes not; sometimes growth is overriding, sometimes not, sometimes solving the problems of a decaying society are overriding, sometimes not.
4. It is time we stop treating corporate activists and critics such as Ralph Nader as nice young idealists, and recognize that they are working to undermine the free enterprise system.
5. The location of a branch plant in the ghetto may, on the face of it, seem uneconomic, but such will make society healthier, and corporations will be better off in a healthier society, hence it can be justified.
6. Training of disadvantaged blacks is valid if it fills a labor shortage or prevents a mob from knocking out windows; otherwise business has no obligation to provide special aid for blacks.
7. Corporations should become involved in solving the problems of our cities, because corporations have an obligation to serve the nation in times of crisis, whether the danger is internal or external.
8. A company can justify training hardcore unemployed because anytime you turn people into producers they become consumers too. That increases the market; therefore, it can be justified.

9. Our government should not make rules on auto safety because it has no right to force costly safety features on motorists who do not want them. If people want safety, they will create a market for it.
10. The best way for a corporation to fulfill its social responsibility is for it to maximize its profits.
11. The government is the one who has the responsibility for solving our social problems, and they can do a much better job at solving them than the business corporation.
12. Most of the critics of the present role of corporations in solving society's problems are guilty of economic ignorance.
13. It is important for the corporation to carefully screen prospective recruits to executive ranks, to insure that campus radicals and their sympathizers are not hired.
14. Parents of the 1970's need to teach their children not what to learn, but how to learn; not what to be committed to, but the value of commitment.
15. The difficulty with most intellectuals is that they tend to make things too complicated, they seldom give a Yes or No answer.
16. One thing is certain, even if there is an absolute truth man will never know about it and therefore must learn to choose and venture in uncertainty.
17. A good boss needs to closely follow the rules of thumb about administration such as "An employee should never report to more than one boss," "An executive's span of control should not exceed seven subordinates."
18. Many people think differently than I do, however, if they had the right information, they would move closer to my point of view.
19. The values I have chosen to live my life by are largely the product of my own unique upbringing, and would not necessarily be the correct values for other people to hold.
20. Most of the principles which I use in my daily work are not things I believe in, rather are something which I use until something better comes along.
21. Business has so much of the talents and resources needed to meet our social problems that it would be irresponsible for it to shrink from the job.
22. If corporations are to become heavily involved in solving problems of society, there must be government assistance in the form of:
  - a. Tax incentive

- b. Legislation to require the entire industry to become involved
  - c. Tariff on products of foreign import not carrying costs of solving social problems
  - d. Other
23. A corporation which is becoming involved in solving social problems can find this to be a significant competitive edge in attracting young college-trained managerial talent.
  24. Many young executives would not work for a corporation which was not heavily involved in helping to solve the problems of society.
  25. Unless I was faced with no other choice, I personally would not work for a corporation which was not strongly involved in helping to solve the problems of society, i.e., decay of the cities, upgrade training for hardcore, elimination of pollution, etc.
  26. Please indicate what you feel are the major obstacles to increasing the involvement of the corporation in solving the problems of society.
    - a. Competitive pressures from American firms not making similar expenditures.
    - b. Infringement on the rights of stockholders
    - c. Competitive pressures from foreign firms not having to make similar expenditures
    - d. Lack of top management understanding of the motivational importance this has on morale and productivity
    - e. Superior ability of government in solving social problems
    - f. Other
  27. The generation gap today really comes from a lack of understanding and communication between the younger and older executive.
  28. Top management of today's corporations are too closed and rigid in their thinking.
  29. Until recently, an older executive could say to a younger executive, "I have been young, but you have never been old." But today the younger executive can reply, "You have never been young in the world I have been young in."
  30. It is now important that we regard the past as the road by which we came into the present, not as the road to the future.
  31. It is easy for an older executive to understand how the young execu-

tive feels if he only remembers how he felt when he was a young executive.

32. I would be reluctant if not unwilling to work for a corporation which did not have concern for meeting its social responsibility.
33. Increased participation in the decision making of corporations is necessary for corporations which wish to recruit and keep the bright young executive.
34. The young executives of the 1970's are considering a significant change in the style and methods of managing corporations when they are in the status of top management.



## APPENDIX E

(continued)

In the development of the questionnaire, numerous experiments were performed to determine the appropriate formats for presenting the questions. After careful consideration of the results from the interviews, it was decided that a modified Likert scale would be used throughout the questionnaire. Some examples of the various formats tested during the interviews follow.

1. When you are employed by a company, how do the following factors influence your view of your company's social responsibility? Please rank in order of importance.
  - A. The corporation's current policies on its social responsibilities. Please indicate your ranking by listing the appropriate letter in the boxes below.
  - B. The attitudes of other members of the corporation.
    1. First in importance ( )
    2. Second in importance ( )
  - C. The attitudes of your associates outside the corporation.
    3. Third in importance ( )
    4. Fourth in importance ( )
  - D. The actions of other corporations.
    5. Fifth in importance ( )
    6. Sixth in importance ( )
  - E. The actions of your corporation's competitors.
    7. Seventh in importance ( )
  - F. The profitability of the corporation
    8. Eighth in importance ( )
  - G. Strong public opinion.
    9. The following factors have almost no importance in forming my view. ( )
  - H. The extent to which you become aware of the nature of certain problems facing our society.

### A Scale For Measuring Attitudes Towards Various Corporate Practices

Directions: At the top of the columns below are a list of six proposed changes in practices common to most American corporations. To the right of the columns are a list of statements about these proposed changes. WITH REFERENCE TO THE PROPOSED SOCIAL ACTIONS LISTED AT THE TOP OF THE COLUMNS, PLACE A PLUS SIGN (+) IN THE BOX NEXT TO THE STATEMENTS WITH WHICH YOU AGREE. At the bottom of the page there is a blank space where, if you desire, you can list statements which are more appropriate to your actual attitudes.

Corporations should allow their employees to take time off to work on worthwhile community projects like teaching in a street school, etc.	Corporations should reduce the work week to 32 hours.	Corporations should significantly relax their rules on dress and appearance.	Corporate managers should return to the use of more decisive and perhaps even autocratic leadership styles.	Corporations should increase their involvement of young executives (25-35 age) in the development of corporate policies and procedures.	
					1. Should be practiced by all corporations.
					2. Would aid in bringing civilization to a higher level.
					3. Is endorsed by sensible people.
					4. Keeps corporations from being over concerned with profit.
					5. Would in general be a good practice.
					6. Would bring more good results than bad.

				7. I would agree with this practice if it were modified somewhat.
				8. I am not against this practice but neither am I for it.
				9. It isn't absolutely bad, but it isn't good either.
				10. It is a little foolish.
				11. It is annoying.
				12. Corporations would be much better off without this practice.
				13. It is not endorsed by sane people.
				14. Serves no purpose but to destroy the corporation.
				15. Other.

## APPENDIX F

MICHIGAN STATE UNIVERSITY  
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION  
DEPARTMENT OF MANAGEMENT

less otherwise indicated for each statement please show how much you disagree or agree  
circling the abbreviations which best express your feelings about the statement. This  
not a test. There are no right or wrong answers.

ONGLY DISAGREE (SD)      GENERALLY DISAGREE (GD)      \*CAN'T SAY (CS)      GENERALLY AGREE (GA)

STRONGLY AGREE (SA)

f you neither agree nor disagree or feel that you have insufficient information upon  
hich to react, so indicate by circling CAN'T SAY (CS).

Does your corporation and do the Fortune 500 companies have a  
responsibility in the following areas, and are they meeting what  
you consider to be their responsibilities in these same areas:

	Have a Responsibility in This Area						Are Meeting What <u>You Consider</u> to be Their Responsibility in This Area				
A. Pollution control	SD	GD	CS	GA	SA	Your Corporation	SD	GD	CS	GA	SA
	SD	GD	CS	GA	SA	The <u>Fortune</u> 500	SD	GD	CS	GA	SA
B. Hiring the hardcore unemployed and keep- ing them employed	SD	GD	CS	GA	SA	Your Corporation	SD	GD	CS	GA	SA
	SD	GD	CS	GA	SA	The <u>Fortune</u> 500	SD	GD	CS	GA	SA
C. Keeping "harmful" products off the market	SD	GD	CS	GA	SA	Your Corporation	SD	GD	CS	GA	SA
	SD	GD	CS	GA	SA	The <u>Fortune</u> 500	SD	GD	CS	GA	SA
D. Eliminating racism in corporations	SD	GD	CS	GA	SA	Your Corporation	SD	GD	CS	GA	SA
	SD	GD	CS	GA	SA	The <u>Fortune</u> 500	SD	GD	CS	GA	SA
E. Helping to solve the problems of the U.S. poor	SD	GD	CS	GA	SA	Your Corporation	SD	GD	CS	GA	SA
	SD	GD	CS	GA	SA	The <u>Fortune</u> 500	SD	GD	CS	GA	SA
F. Helping to attain world peace	SD	GD	CS	GA	SA	Your Corporation	SD	GD	CS	GA	SA
	SD	GD	CS	GA	SA	The <u>Fortune</u> 500	SD	GD	CS	GA	SA
G. Helping the develop- ing nations to achieve balanced development and growth	SD	GD	CS	GA	SA	Your Corporation	SD	GD	CS	GA	SA
	SD	GD	CS	GA	SA	The <u>Fortune</u> 500	SD	GD	CS	GA	SA

2. If a corporation is making a profit, it should allow any of its employees who so request 4 hours off a week with pay if they definitely obligate themselves to take an active role in solving the problems of society.

SD GD CS GA SA

3. The major reasons for the conspicuous absence of racial minorities and women from the directorships and management of your corporation and the Fortune 500 are:

A. Change takes time, no one can expect results overnight

Racial  
Minorities

Your Corporation  
The Fortune 500

SD GD CS GA SA  
SD GD CS GA SA

Women

Your Corporation  
The Fortune 500

SD GD CS GA SA  
SD GD CS GA SA

B. Lack of qualified candidates

Racial  
Minorities

Your Corporation  
The Fortune 500

SD GD CS GA SA  
SD GD CS GA SA

Women

Your Corporation  
The Fortune 500

SD GD CS GA SA  
SD GD CS GA SA

C. Lack of openings

Racial  
Minorities

Your Corporation  
The Fortune 500

SD GD CS GA SA  
SD GD CS GA SA

Women

Your Corporation  
The Fortune 500

SD GD CS GA SA  
SD GD CS GA SA

D. Continued existence in many parts of the corporation of discriminatory hiring and promotional practices

Racial  
Minorities

Your Corporation  
The Fortune 500

SD GD CS GA SA  
SD GD CS GA SA

Women

Your Corporation  
The Fortune 500

SD GD CS GA SA  
SD GD CS GA SA

E. Continued insistence on college degree requirements for most managerial jobs

Racial  
Minorities

Your Corporation  
The Fortune 500

SD GD CS GA SA  
SD GD CS GA SA

Women

Your Corporation  
The Fortune 500

SD GD CS GA SA  
SD GD CS GA SA

4. Reverse discrimination can be tolerated by corporations to insure a proper representation of racial minorities and women in their directorships and management.

SD GD CS GA SA

5. To inform the public on how well corporations are meeting their social responsibilities, newly developed methods of measuring activity in the social sphere should be used and publicized.

SD GD CS GA SA

Should the U.S. business corporation go out of its way to use whatever influence it has in the following areas:

A. Reforming prisons	SD	GD	CS	GA	SA
B. Reducing the arms race	SD	GD	CS	GA	SA
C. Increasing federal funding for efficient mass transit	SD	GD	CS	GA	SA
D. Disinvolving from and preventing of wars like Viet Nam	SD	GD	CS	GA	SA
E. Supporting busing as a means of achieving racial integration until quality education is available in all local schools	SD	GD	CS	GA	SA
F. Stopping of busing as a means of achieving racial integration	SD	GD	CS	GA	SA
G. Legalizing of marijuana	SD	GD	CS	GA	SA
H. Stopping the flow of heroin	SD	GD	CS	GA	SA

If the U.S. business corporation were to use its influence in any of the issues mentioned in question #6, its stand should be determined by formal approval of:

A. The board of directors	SD	GD	CS	GA	SA
B. Top management	SD	GD	CS	GA	SA
C. Company stockholders	SD	GD	CS	GA	SA
D. Company executives (foreman to president)	SD	GD	CS	GA	SA
E. All company employees	SD	GD	CS	GA	SA

The income gap in this country must be significantly reduced through taxes severely limiting the transfer of wealth through inheritance.	SD	GD	CS	GA	SA
--	----	----	----	----	----

Recognition must be given to the fact that there is a limit to how heavily the environment can be taxed, and that <u>less</u> per capita consumption might be in order to insure that our environment is not overtaxed.	SD	GD	CS	GA	SA
---	----	----	----	----	----

. There is a pressing need that the U.S. employ unselfish sacrifice perhaps including a lowered standard of living, so that the under-developed nations are able to better their conditions as rapidly as possible.	SD	GD	CS	GA	SA
---	----	----	----	----	----

. The current disturbances on our campuses represent inappropriate and unacceptable methods for students to express their views regarding university policies and practices.	SD	GD	CS	GA	SA
--	----	----	----	----	----

. If you are now making or receive raises so that you make \$20,000 or more a year, you should donate the amount over \$20,000 to a program of your choice for helping people less fortunate than yourself.	SD	GD	CS	GA	SA
---	----	----	----	----	----

13. Suppose the company you happened to be working for was polluting the air, and there was a pollution alert in your city (an alert similar to the summer 1971 alert in Birmingham, Alabama, where older people and people with respiratory problems were warned to stay inside) and your company continued its pollution related operations. How would you react to a group of the company's executives taking over the office of the president in an effort to have the plant stop its pollution related operations until after the alert was ended? (They had earlier tried talking with management and received a firm rejection.)

- |   |    |    |    |    |    |
|---|----|----|----|----|----|
| A. I would participate in such an action.   | SD | GD | CS | GA | SA |
| B. I would support such an action.  | SD | GD | CS | GA | SA |
| C. I would generally disagree with such an action, but do not feel that those involved should be fired. | SD | GD | CS | GA | SA |
| D. I would disagree with such an action and feel that all involved should be fired.                     | SD | GD | CS | GA | SA |

14. Suppose your company was planning to build a new plant and it had a choice of two locations: one in an already industrialized sector of an inner city ghetto and the second in a white suburb. Even though cost considerations were the same for both locations, your company chose the suburban location. How would you react to a group of your company's executives taking over the office of the president in an effort to have the company reconsider the decision and have the plant built in the ghetto? (They had earlier tried talking with management but received a firm rejection.)

- |   |    |    |    |    |    |
|---|----|----|----|----|----|
| A. I would participate in such an action.   | SD | GD | CS | GA | SA |
| B. I would support such an action.  | SD | GD | CS | GA | SA |
| C. I would generally disagree with such an action, but do not feel that those involved should be fired. | SD | GD | CS | GA | SA |
| D. I would disagree with such an action and feel that all involved should be fired.                     | SD | GD | CS | GA | SA |

15. Please express your reaction to the following aspects of employee protest. (The protest is being made on the employees' own time and not on the company time.)

- |  |    |    |    |    |    |
|--|----|----|----|----|----|
| A. Employees publishing and disseminating an underground newspaper which informs the public on what these employees see as the effects of certain corporate policies or practices.             | SD | GD | CS | GA | SA |
| B. Management asking those involved in publishing such an underground newspaper to leave the corporation.  | SD | GD | CS | GA | SA |
| C. Management informing those involved in publishing such an underground newspaper that their continued participation could seriously hinder their chances for advancement in the corporation. | SD | GD | CS | GA | SA |

(Cont.)



- D. Employees participating in a public protest demonstration over certain corporate policies or practices. SD GD CS GA SA
- E. Management asking those involved in such public protest demonstrations to leave the corporation. SD GD CS GA SA
- F. Management informing those involved in such public protest demonstrations that their continued participation could seriously hinder their advancement in the corporation. SD GD CS GA SA
- G. Employees quitting the corporation at their earliest opportunity and privately informing management of their reasons for leaving. SD GD CS GA SA
- H. Employees quitting the corporation and informing the public of their reasons for leaving through mass media and other available means. SD GD CS GA SA
- I. Employees organizing a discussion group to be held at lunch time to discuss corporate policy. (The discussion would not be open to the public.) SD GD CS GA SA
- J. Employees expressing their dissatisfaction to their immediate supervisor through verbal or written means. SD GD CS GA SA
- K. Employees expressing their dissatisfaction to top management through verbal or written means. SD GD CS GA SA

Corporate employees have a right to freely express their opinions on corporate policy through the printing of underground newspapers, organizing of discussion groups, etc. If I had responsibility and authority over such matters, I would do my best to insure that participation in such matters did not adversely affect an employees advancement potential. SD GD CS GA SA

If I were one of the first to become aware that a group of young executives was about to publish an underground newspaper, start a demonstration, or take over the office of the president in an effort to express their serious discontent with corporate policies. I would:

- A. ignore the situation and let the conflict resolve itself. SD GD CS GA SA
- B. inform top management of the situation. SD GD CS GA SA
- C. talk with the young executives and try to have them reconsider their decision. SD GD CS GA SA
- D. personally meet with top management, inform them of the situation without specifically identifying the persons involved, and offer my assistance in acting as a mediator in reducing the conflict. SD GD CS GA SA

Young executives of today have values and aims basically similar to the young executives of the 1950's and 1960's. SD GD CS GA SA

Many young executives, angry over what they view as the corporation's failure to solve the imperfections in our society, could engage in forms of industrial mutiny similar to those experienced by the universities. SD GD CS GA SA

20. As you do your work each day for the corporation that employs you, the following factors may be influential in shaping your views of your company's social responsibilities.

A. Your company's policies on the nature and extent of its social responsibilities.

SD GD CS GA ( )

B. What you see as your company's actual actions, and not just its publicly stated policies on its social responsibilities.

SD GD CS GA ( )

C. What you sense as the attitudes of:

1. top management

SD GD CS GA ( )

2. your immediate superior

SD GD CS GA ( )

3. your peers (same level as you)

SD GD CS GA ( )

4. your subordinates

SD GD CS GA ( )

5. your associates outside the corporation

SD GD CS GA ( )

D. Your growing awareness of the problems facing society

SD GD CS GA ( )

E. The actions of other corporations

SD GD CS GA ( )

F. The long term profitability of the corporation

SD GD CS GA ( )

G. The short term profitability of the corporation

SD GD CS GA ( )

H. Public opinion as you sense it

SD GD CS GA ( )

I. Stockholders' opinion

SD GD CS GA ( )

J. Mass Media ( including T.V. news broadcasts)

SD GD CS GA ( )

The following questions provide needed information about you as an individual.

1. Year you were born: \_\_\_\_\_

2. Sex: \_\_\_\_\_ Male \_\_\_\_\_ Female

3. Marital Status: \_\_\_\_\_ Single \_\_\_\_\_ Married \_\_\_\_\_ Separated \_\_\_\_\_ Widowed \_\_\_\_\_ Divorced

4. Number of children you are financially responsible for:

( ) No Children ( ) 1-2 ( ) 3-4 ( ) 5 or more

5. For approximately how many years have you been working for corporations?

( ) Less than 2 years ( ) 2-5 years ( ) 6-10 years ( ) 11-15 years

( ) More than 15 years

6. Name of corporation for which you are now working: \_\_\_\_\_

For approximately how many years have you been working for this corporation?

( ) Less than 2 years ( ) 2-5 years ( ) 6-10 years ( ) 11-15 years ( ) More than 15 years.

7. Check the highest level of education reached:

( ) Grade School

( ) High School

( ) Some college but less than Bachelor's degree

( ) Bachelor's degree - Major ( ) Humanities and Liberal Arts ( ) Business  
( ) Social Sciences ( ) Hard Sciences including Engineering  
( ) Education ( ) Other

( ) Master's degree and/or Ph.D. - Major in your most recent degree:

( ) Humanities and Liberal Arts ( ) Hard Sciences including Engineering  
( ) Education ( ) Business including M.B.A. ( ) Social Science ( ) Other

8. Please check where you have had most of your work experience:

( ) Line ( ) Staff

9. Which one of these would you consider your specialty?

( ) Marketing ( ) Production ( ) Inspection and Quality Control ( ) Personnel

( ) Finance and/or Accounting ( ) Engineering ( ) Other \_\_\_\_\_

10. How would you characterize your current position in the corporation?

1	2	3	4	5
Lower		Middle		Top
Management		Management		Management

11. To what degree was your childhood characterized by financial hardship?

1	2	3	4	5
To little				To a significant
or no degree				degree

12. To what degree are you involved in community action projects that are associated with the activities of your company?

1	2	3	4	5
To little				To a significant
or no degree				degree

13. To what degree are you involved in community action projects that require volunteer activities on your part?

1	2	3	4	5
To little				To a significant
or no degree				degree

14. Please indicate the degree to which you have had contact with student disturbances in our colleges and universities. ( The question is not limited to disturbances of the last 10 years.)

A. Participated in the disturbances.	1	2	3	4	5
	To little				To a significant
	or no degree				degree

B. Had close friends who participated in the disturbances.

	1	2	3	4	5
	To little				To a significant
	or no degree				degree

C. Had a son or daughter who participated in the disturbances.

	1	2	3	4	5
	To little				To a significant
	or no degree				degree

15. Do your loyalties lie more with your company or your profession?

1	2	3	4	5
Mainly with				Mainly with
my company				my profession

16. If you left your current corporation, what do you think would be your chances of finding an equivalent or better job with another organization?

1	2	3	4	5
Little or				Excellent
no chance				chance

17. How would you characterize the thinking of your parents?

1	2	3	4	5
Conservative				Liberal

18. How would you characterize the thinking of your wife?

1	2	3	4	5
Conservative				Liberal

THANK YOU FOR YOUR COOPERATION!

## APPENDIX G

## APPENDIX G\*

VARIMAX ROTATED FACTOR MATRIX  
VAR 032 to VAR 052

(Listing of factor loadings greater than .2500)

	FACTOR #1	FACTOR #2	FACTOR #3	FACTOR #4	FACTOR #5	FACTOR #6	FACTOR #7	FACTOR #8
Var 032	.8771							
Var 033	.8920							
Var 034	.8867							
Var 035	.8899							
Var 036					.3550	.8356		
Var 037	.2576				.3635	.8298		
Var 038					.8760	.3098		
Var 039					.8704	.2962		
Var 040		.9210						
Var 041		.9202						
Var 042		.9125						
Var 043		.8924						
Var 044				.8366				
Var 045				.8330				-.3849
Var 046				.8232				.4245
Var 047				.8643				
Var 048			.8995					
Var 049			.9179					
Var 050			.9269					
Var 051			.9106					
Var 052							.9608	

\* For this and the following pages of this appendix, correlations below .25 have been omitted to enhance readability and understanding.

# APPENDIX G

## VARIMAX ROTATED FACTOR MATRIX

VAR 03 to VAR 30

(Listing of factor loadings greater than .2500)

	FACTOR #1	FACTOR #2	FACTOR #3	FACTOR #4	FACTOR #5	FACTOR #6	FACTOR #7	FACTOR #8
Var 03		.9181						
Var 04		.8956						
Var 05								
Var 06								
Var 07			.9448					
Var 08			.9425					
Var 09								
Var 10						.7961		.8877
Var 11						.8453		.8985
Var 12								
Var 13								
Var 14								
Var 15								
Var 16				.9559				
Var 17				.9528				
Var 18								
Var 19								
Var 20								
Var 21								
Var 22								
Var 23	.9543							
Var 24	.9507							
Var 25					.8815			
Var 26					.8686			
Var 27								
Var 28							.9346	
Var 29							.9333	
Var 30								

# APPENDIX G (con't.)

	FACTOR #9	FACTOR #10	FACTOR #11	FACTOR #12	FACTOR #13	FACTOR #14	FACTOR #15
Var 03							
Var 04							
Var 05							
Var 06				.5653			
Var 07							
Var 08							
Var 09							.2706
Var 10							
Var 11							
Var 12							
Var 13							.8459
Var 14				.8209			.3389
Var 15							
Var 16							
Var 17							
Var 18							
Var 19	.9188					.8275	
Var 20	.9217					.8440	
Var 21			.8670				
Var 22			.8320				
Var 23							
Var 24							
Var 25							
Var 26							
Var 27							
Var 28							
Var 29					.8453		
Var 30					.8114		



## APPENDIX H

# APPENDIX H

## Summary of the Variables to be Retained and Dropped for the Final Factor Analysis

Variables to be retained	Variables to be dropped	Factor on which duplicating loading occurred
Var 023	Var 024	Factor 1
Var 003	Var 004	Factor 2
Var 007	Var 008	Factor 3
Var 015	Var 016	Factor 4
Var 025	Var 026	Factor 5
Var 009	Var 010	Factor 6
Var 027	Var 028	Factor 7
Var 011	Var 012	Factor 8
Var 019	Var 020	Factor 9
Var 021	Var 022	Factor 11
Var 029	Var 030	Factor 13
Var 017	Var 018	Factor 14
<hr/>		
Var 032	Var 033 Var 034 Var 035	Factor 1
Var 040	Var 041 Var 042 Var 043	Factor 2
Var 048	Var 049 Var 050 Var 051	Factor 3
Var 044	Var 045 Var 046 Var 047	Factor 4
Var 038	Var 039	Factor 5
Var 036	Var 037	Factor 6

See Table IV  
for  
Varimax Rotated  
Factor Matrix

See Table III  
for  
Varimax Rotated  
Factor Matrix

## APPENDIX I

## APPENDIX I

Eigenvalue Table

FACTOR	EIGENVALUE	PCT. OF VAR.	CUM. PCT.
1	11.76064	17.3	17.3
2	4.08514	6.0	23.3
3	2.99652	4.4	27.7
4	2.44631	3.6	31.3
5	2.16138	3.2	34.5
6	2.07229	3.0	37.5
7	1.94562	2.9	40.4
8	1.78218	2.6	43.0
9	1.70846	2.5	45.5
10	1.62396	2.4	47.9
11	1.50990	2.2	50.1
12	1.36162	2.0	52.1
13	1.30856	1.9	54.1
14	1.26969	1.9	55.9
15	1.21664	1.8	57.7
16	1.10387	1.6	59.3
17	1.06657	1.6	60.9
18	1.02063	1.5	62.4
19	1.01799	1.5	63.9
20	0.98993	1.5	65.4
21	0.95584	1.4	66.8
22	0.93211	1.4	68.1
23	0.91833	1.4	69.5
24	0.88812	1.3	70.8
25	0.85817	1.3	72.1

## APPENDIX J

APPENDIX J

TABLE I

Observed Combined Means for Company II Broken Down by Age Group

FACTOR #	Means 21 to 30 yrs.	Std. Dev. 21 to 30 yrs.	Means 31 to 40 yrs.	Std. Dev. 31 to 40 yrs.	Means 41 to 50 yrs.	Std. Dev. 41 to 50 yrs.	Means 51 yrs. & over	Std. Dev. 51 yrs. & over
1	2.50	0.55	2.53	0.41	2.56	0.60	2.48	0.70
2**	3.34	0.98	2.48	1.00	2.80	0.81	3.21	1.08
3****	0.07	1.38	1.77	1.33	1.39	1.30	0.84	1.43
4	-0.07	0.71	-0.25	0.85	-0.22	0.74	-0.24	0.71
5***	1.92	1.09	0.66	1.25	1.13	1.37	1.36	1.21
6*	5.38	0.75	5.60	0.64	5.27	0.81	5.82	1.02
7	2.46	1.07	2.25	1.76	2.17	1.14	2.56	1.41
8*	1.46	0.95	1.49	0.89	1.94	0.62	1.78	0.83
9	2.89	1.03	3.00	1.63	2.29	1.21	2.80	1.31
10*	6.70	0.89	5.99	0.69	6.35	0.95	6.76	0.95
11***	4.94	0.87	5.39	0.88	5.48	0.88	5.48	0.90
12	4.27	0.94	4.33	0.78	4.25	0.98	4.53	0.90
13	3.80	0.80	3.38	0.51	3.42	0.90	3.61	0.82
14	6.95	0.90	6.92	0.92	7.24	1.05	6.93	1.20

\* .05 Univariate F Test with 3 and 133 degrees of freedom  
 \*\* .01 " " " " " "  
 \*\*\* .001 " " " " " "  
 \*\*\*\* .0001 " " " " " "



TABLE II

Observed Combined Means for Company I Broken Down by Age Group

FACTOR #	Means 21 to 30 yrs.	Std. Dev. 21 to 30 yrs.	Means 31 to 40 yrs.	Std. Dev. 31 to 40 yrs.	Means 41 to 50 yrs.	Std. Dev. 41 to 50 yrs.	Means 51 yrs. & over	Std. Dev. 51 yrs. & over
1	2.51	0.49	2.63	0.68	2.81	0.59	2.54	0.84
2	3.38	1.10	3.34	1.07	3.30	0.87	3.28	1.33
3****	-0.33	1.23	0.00	1.32	0.37	0.78	-0.17	1.21
4	-0.09	0.71	-0.01	0.81	-0.07	0.77	-0.58	0.79
5****	2.03	1.03	2.12	1.07	2.07	0.92	2.16	0.54
6***	5.49	0.86	5.57	1.13	6.26	0.88	5.92	0.68
7	2.33	1.09	2.35	1.22	2.36	0.99	2.96	0.92
8**	1.77	0.93	1.84	1.01	2.03	0.82	2.37	0.65
9	2.86	1.12	3.08	1.05	2.84	1.32	3.33	1.38
10*	6.62	0.91	6.97	1.00	6.89	0.96	6.88	1.29
11**	4.98	1.07	4.86	1.06	4.94	0.98	4.53	1.01
12****	3.55	1.03	3.86	0.97	4.23	1.14	4.35	0.99
13****	4.31	1.05	4.24	0.92	4.16	1.20	4.52	0.82
14	6.93	0.92	6.99	0.81	7.09	0.87	7.01	1.86

\* .05 Univariate F Test with 3 and 138 degree of freedom

\*\* " " " " " " " " " "

\*\*\* " " " " " " " " " "

\*\*\*\* " " " " " " " " " "

\* .05

\*\* .01

\*\*\* .001

\*\*\*\* .0001





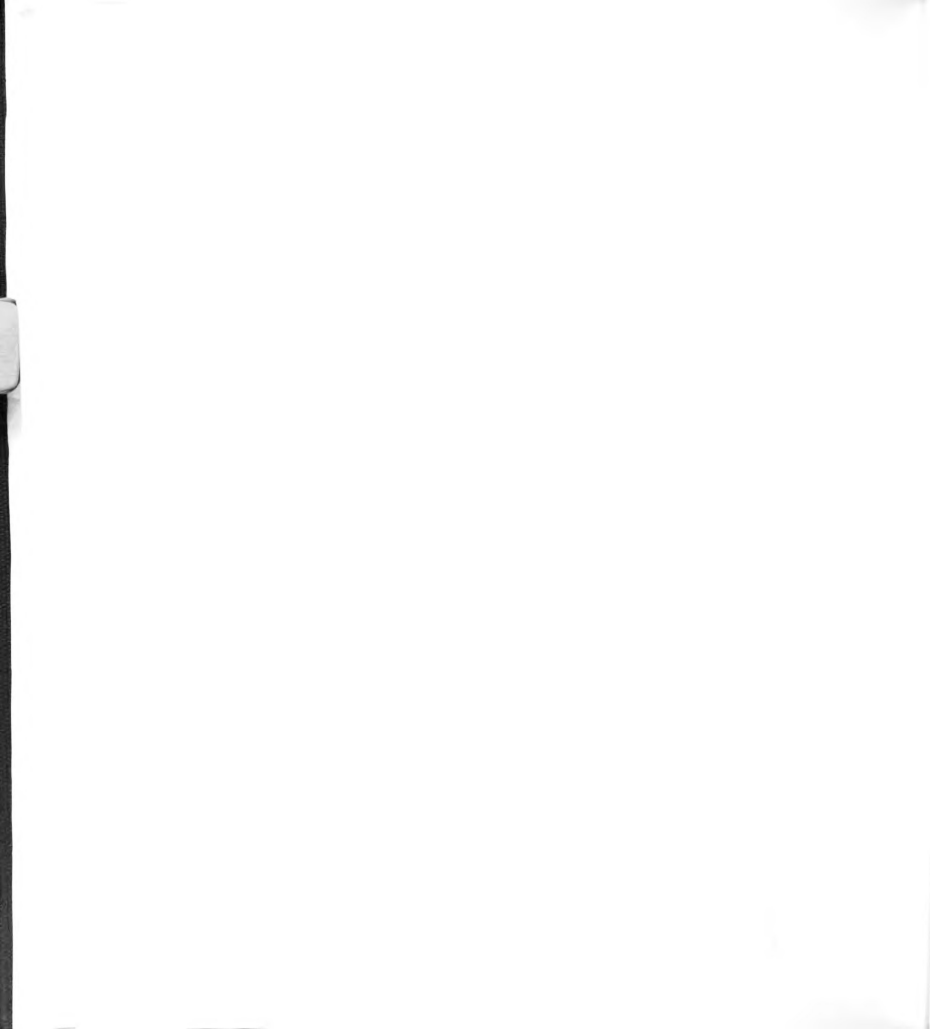
## APPENDIX J

TABLE III

Observed Combined Means for Company III Broken Down by Age Group

FACTOR #	Means 21 to 30 yrs.	Std. Dev. 21 to 30 yrs.	Means 31 to 40 yrs.	Std. Dev. 31 to 40 yrs.	Means 41 to 50 yrs.	Std. Dev. 41 to 50 yrs.	Means 51 yrs. & over	Std. Dev. 51 yrs. & over
1*	2.60	0.56	2.55	0.82	2.36	0.59	2.27	0.56
2	3.28	0.96	3.44	1.25	3.00	0.70	3.20	0.87
3****	0.01	1.27	1.14	1.09	1.39	1.17	0.71	1.39
4	-0.11	0.77	-0.04	0.55	-0.35	0.73	-0.03	0.71
5***	1.91	1.00	1.24	0.75	1.08	1.23	1.54	1.26
6	5.46	0.83	5.54	0.94	5.28	0.77	5.69	1.05
7	2.32	0.95	2.49	1.00	2.51	1.10	2.38	1.17
8****	1.28	1.14	1.80	1.23	1.89	0.92	2.21	0.71
9*	2.85	1.07	2.25	1.42	2.37	1.28	2.53	1.01
10	6.64	1.03	6.50	1.09	6.66	0.94	6.78	1.07
11	5.24	0.90	5.41	0.73	5.62	0.81	5.49	0.64
12	4.17	0.74	4.27	0.91	4.25	0.73	4.30	0.69
13	3.84	1.02	3.84	0.95	3.72	0.92	3.74	0.92
14**	7.20	0.81	7.27	1.01	6.92	0.85	6.66	0.95

\* .05 Univariate F Test with 3 and 175 degrees of freedom  
 \*\* .01 " " " " " "  
 \*\*\* .001 " " " " " "  
 \*\*\*\* .0001 " " " " " "



## APPENDIX K



# t TEST RESULTS

* 003 - .037	046 - .000	089 - .354
004 - .036	047 - .052	090 - .851
005 - .000	048 - .029	091 - .000
006 - .002	049 - .159	092 - .000
007 - .054	050 - .324	093 - .000
008 - .040	051 - .651	094 - .000
009 - .052	052 - .469	095 - .002
010 - .477	053 - .748	096 - .005
011 - .494	054 - .098	097 - .103
012 - .200	055 - .091	098 - .001
013 - .000	056 - .000	099 - .609
014 - .015	057 - .009	100 - .351
015 - .341	058 - .253	101 - .107
016 - .510	059 - .316	102 - .635
017 - .000	060 - .004	103 - .001
018 - .007	061 - .021	104 - .901
019 - .004	062 - .000	105 - .635
020 - .012	063 - .080	106 - .699
021 - .021	064 - .019	107 - .016
022 - .237	065 - .634	108 - .007
023 - .036	066 - .000	109 - .818
024 - .030	067 - .053	110 - .397
025 - .000	068 - .139	111 - .083
026 - .003	069 - .887	112 - .000
027 - .180	070 - .001	113 - .000
028 - .219	071 - .000	114 - .000
029 - .329	072 - .000	115 - .000
030 - .997	073 - .000	116 - .000
031 - .000	074 - .221	117 - .000
032 - .001	075 - .000	118 - .000
033 - .000	076 - .000	119 - .000
034 - .003	077 - .000	120 - .000
035 - .003	078 - .005	121 - .000
036 - .000	079 - .000	122 - .000
037 - .000	080 - .000	123 - .000
038 - .000	081 - .000	124 - .000
039 - .000	082 - .001	125 - .000
040 - .004	083 - .000	126 - .000
041 - .007	084 - .000	127 - .000
042 - .033	085 - .000	128 - .000
043 - .013	086 - .008	129 - .104
044 - .000	087 - .307	130 - .863
045 - .208	088 - .000	131 - .000

\* These numbers correspond to variable numbers listed on the questionnaire in Appendix F.



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