

INTERRELATIONSHIPS OF VALUE ORIENTATION,
DECISION-MAKING MODE AND DECISION-IMPLEMENTING
STYLE OF SELECTED LOW SOCIO-ECONOMIC
STATUS NEGRO WOMENMAKERS

Thesis for the Degree of Ph.D.

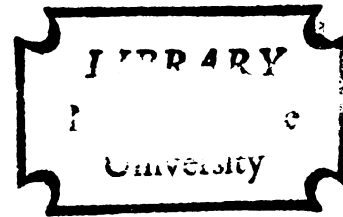
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ABSTRACT

INTERRELATIONSHIPS OF VALUE ORIENTATION, DECISION-MAKING MODE AND DECISION-IMPLEMENTING STYLE OF SELECTED LOW SOCIO-ECONOMIC STATUS BLACK HOMEMAKERS

By

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This descriptive study explored the interrelationships among value orientation, decision-making mode and decision-implementing style. Each of these components was quantified using instruments that had been previously tested in other research. The interrelationships between employment and value orientation and employment and decision-implementing styles was also studied.

The value orientation, state of nature, was conceptualized as a continuum. At one end is a belief in fate and at the other end a belief in control. This variable was quantified using the "Test of Epistemological and Instrumental Beliefs" developed by Brim, Glass, Lavin and Goodman. Decision-making style was defined as - hypothetical, factual or action suggestive - mode used to develop, analyze and classify ideas related to decision-making problems (Bustrillos, 1963). Each homemaker was asked to respond to three decision problems. Her verbal response was considered to illustrate the mode of decision-making used by the homemaker. Responses were tape recorded, transcribed and coded.

Style of decision-implementing was measured by using paired statements about organization which expressed the amount of task or person centeredness of homemakers (Nichols, 1964).

The sample consisted of 62 low socio-economic status Black homemakers randomly selected from those living in a Chicago owned, high rise apartment complex. Twenty-five homemakers were employed and thirty-seven were full time homemakers.

The hypothesis that homemakers would tend to be more fate than control oriented was not supported. This finding is inconsistent with the findings of previous research. One explanation is that about one-third of the homemakers were classified in the intermediate area of the fate-control continuum. These homemakers seem to be in a transitional stage experiencing conflict between the desire to control and the desire to be controlled.

Value orientations were found to be related to decision-making modes. The action suggestive mode was used most frequently by persons expressing a fate orientation. This mode was also used more frequently by homemakers in the intermediate and control orientation groups.

Value orientations were related to decision-implementing style in the following manner: fate orientation-task style and control orientation-person style.

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The existence of the relationship between decision-implementing style and decision-making mode was supported. The particular relationships were found to exist between: task style-action suggestive mode, person style-hypothetical mode and the intermediate area of the person-task style continuum-factual mode.

The hypothesis that non-employed homemakers would tend to have a task style while employed homemakers would tend to have a person style was not supported. This may be due to the increased responsibilities and stresses of the ghetto homemaker. The hostile environment, present in this sample area, may cause dependency upon others for safety. A person centered orientation may be one way of coping with the environment leaving task performance secondary in importance.

Support was also established for the hypothesis that fate oriented homemakers tend to be non-employed and control oriented homemakers tend to be employed.

More research is required to strengthen the findings of this study. A replication of this study using a larger and more heterogeneous sample would provide greater generalizability.

Bustrillos, Nena R. "Decision-Making Styles of Selected Mexican Home-Makers." Unpublished Ph. D. Dissertation, Michigan State University, 1963.

Nichols, Addreen. "Person-Centered and Task-Centered Styles of Organization." Unpublished Ph. D. Dissertation, Michigan State University, 1964.

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CHAPTER I

THE PROBLEM

Introduction

Home economists have been dedicated to the improvement of family life through research, teaching and service opportunities. The approaches that have been used to improve family life have varied depending upon the specific problem and who was working to solve the problem. Home management professionals view the family as an area of life that can be managed and believe that by improving management family living can be improved.

Solutions are needed to prevent the decline of the urban family as a social and economic unit so family life can be strengthened. There is little doubt that the unstable structure of the family is partially responsible for ghetto problems and that the cause of these difficulties lie well within the realm of home management. It is essential that home economists working with social service agencies have information about how low socio-economic status, Black homemakers manage.

Each new generation tends to sustain the family living pattern of the previous generation. When the family living patterns tend to perpetuate poverty means must be found to change the pattern. Nolan reported to the American Home Economics Association Workshop on Working with Low-Income Families that:

Where the roots of poverty are deep within the family structure, the self-perpetuating seeds of inadequate intellectual development, low or no aspirations, and attitudes of apathy, despair, and hopelessness are sown. Each new generation acquires the same cultural patterns which make the poor poorer, and the gap between them and the mainstream of American society greater. The cycle must be broken. Home economics, because of its concern for family living and its special knowledge, has a unique responsibility to reach those families whose need for help is the greatest (11, p. 7).

The subculture of the Black ghetto presents a host of characteristics that tend to weaken the cohesiveness of the family. Among these characteristics is the proportionately high number of homes headed by mothers where at least two-thirds of the children spend part of their formative years, up to age eighteen, living in a household with only one parent present. These families are often larger than white slum families, because relatives, other than the immediate family members live in the same household and because there are often more children in the Black family. These characteristics result in the mother's assuming responsibility for more tasks and having fewer resources available (5, pp. 166-170). Poor resource management and low income could be contributing factors to family break down.

The Problem Objective. The objective in this study is to analyze possible interrelationships among components of management as used by selected low socio-economic status (SES) Black homemakers. The focus will be on value orientation, especially beliefs about fate and control; decision-making mode and decision-implementing style. Each of these components has previously been the subject for research with low SES homemakers but not Black homemakers. This study will also examine differences that may exist in the areas of value orientation and decision-implementing style between homemakers who are employed outside of the home and those who are full time homemakers.

CHAPTER II

HYPOTHESES, ASSUMPTIONS AND REVIEW OF LITERATURE

Introduction

This chapter will include the hypotheses, assumptions and the review of literature. The literature review will include fate-control value orientations, decision-making mode, decision-implementing style and material about low SES Black homemakers and their employment as related to the following hypotheses and assumptions.

Hypotheses

1. Low SES Black homemakers tend to be more fate than control oriented in their value orientations.
2. Low SES Black homemaker's value orientations will tend to relate to their decision-making mode in the following manner:
 - a. value orientations that emphasize fate will tend to use the action suggestive mode of decision-making.
 - b. value orientations that emphasize control will tend to use the hypothetical mode of decision-making.

- c. value orientations that fall in the mid area of the fate-control continuum will tend to use the factual mode of decision-making.
3. Low SES Black homemaker's value orientations will tend to relate to their decision-implementing style in the following manner:
 - a. a value orientation that tends to emphasize fate will tend to emphasize task completion.
 - b. a value orientation that tends to emphasize control will tend to emphasize the person.
4. The decision-implementing style of low SES Black homemakers will tend to be interrelated with decision-making mode in the following manner:
 - a. a decision-implementing style emphasizing task completion will tend to use the action suggestive mode.
 - b. a decision-implementing style emphasizing the person will tend to use the hypothetical mode.
 - c. a decision-implementing style that falls in the mid area of the person task continuum will tend to use the factual mode .
5. The responsibilities of low SES Black homemakers will affect their management process in the following manner:
 - a. non-employed homemakers will tend to be more task centered in their decision-implementing style.
 - b. employed homemakers will tend to be more person centered in their decision-implementing style.
 - c. homemakers with a fatalistic value orientation will tend to be non-employed.

- d. homemakers with a control value orientation will tend to be employed.

Assumptions

1. Individuals' value orientations are relatively stable over time.
2. Individuals' value orientations, decision-making mode and decision-implementing style can be identified.
3. Individuals' value orientations, decision-making mode and decision-implementing style can be measured.

Value Orientation

Any study of values, carried on by persons in home management "... should have real potential for producing meaningful results for management theory " (16, p. 795). This requires a precise definition for value so that it does not become confused with terms as conviction, norm, goal, purpose, etc. "Because there is disagreement concerning the definitions and implications of terms commonly used in discussing values, research workers in the area must be meticulous in selecting and defining terms to assure coherence of the design of the study " (16, p. 795)

The chief concern about values in home management rests with the relation of values to decision-making. An appropriate definition for values then is one which makes the relationship between values and decisions explicit.

A value orientation is defined as a system of beliefs that is manifest in a commitment to certain norms that guide decision-making and decision-implementing. Values and beliefs are two distinctly different concepts. Values have an affective quality that is manifest in a commitment to act in a particular way while beliefs are categories of true and false, correct and incorrect, etc. Krech, Crutchfield and Ballachey distinguish between values and beliefs in their definition. "A value is an especially important class of beliefs shared by the members of a society or by typical occupants of all the various positions in the society, concerning what is desirable or 'good' or what ought to be" (4, p. 349). Beliefs become like values when there is a commitment to act because of the beliefs that one holds to be true. Parsons and Shils clarify this point when they state: "It is convenient to use the term value-orientation for those value notions which are (a) general, (b) organized and (c) include definitely existential judgements. A value orientation is a set of linked propositions embracing both values and existential elements" (6, p. 409).

The data for the empirical study of values can be derived basically by two methods. Inferring values from verbal statements or responses in reaction to symbolic desiderata or by inference from behavioral patterns or a combination of these two methods (25). Robin Williams lists testimony, choices, direction of interest and reward-punishment as possible

methods of eliciting data for use in describing and analyzing values (8). The "Epistemological and Instrumental Beliefs Test" by Brim, et al., (2) uses reaction to symbolic desiderata as the respondent chooses from among five alternative responses as a means for deriving data. These possible methods for data collection give support to the assumption that value orientations can be identified. The assumption that value orientations can be measured rests upon the results of numerous studies that have attempted to measure value orientations, viz.; Kluckhohn and Strodtbeck (3) and Brim, Glass, Lavin, and Goodman (2). The relative stability of value orientations is assumed to exist on the basis that values change very slowly.

Several studies have placed value orientations on a continuum. Kluckhohn and Strodtbeck delineated five value orientations and the range of variations that occur within each of the orientations. The orientations are human nature, man-nature, time, activity and relational. Of particular interest are the man-nature variations: subjugation to nature, harmony with nature and mastery over nature. Subjugation to nature is expressed as an acceptance of the inevitable, fatalism and "the Lord's will." Harmony with nature is a combination of man, nature and super-nature with each an extension of the other. Mastery over nature is a belief in man's duty to overcome natural forces and to put these forces to work for man. It is also characteristic to believe that "the Lord helps those who help themselves" (3, p. 13).

Thomas Ford applied the five value orientations described by Kluckhohn and Strodtbeck to the poor people of Appalachia. He concluded that, "In general they (Appalachians) tend to view their environment as being beyond their ability to control and, indeed, exerting a control of its own to which they are subjugated " (12, pp. 62-63).

How one perceives himself in relation to the state of nature determines if a choice will be made to exercise control over nature or to be controlled by nature. The principle of self determination, as described by Levy (15), implies the option to decide one's own fate and if the decision is made to design destiny then it becomes necessary to make choices. The range of jurisdiction over the decision can be represented by a scale. At the lowest end of the scale is a complete absence of control. Invisible sources manipulate the individual as if he were a puppet. The highest end of the scale holds man to be a supreme master over his own decisions. Man's free will does not force him to decide but decisions are made deliberately.

Some research has been done on the relationship between value orientation and socio-economic status and between value orientation and race. As evidence that some values are bound to social class Edward V. Pope (33) described the values held by different social classes. Examples of extreme values held by two social classes were: snobbery in the upper class and respectability and prudery with a get by theme among the lower class. Yet there are many values shared by all social classes such as honesty, high moral standards and respect for others rights. He concludes

that this is evidence of different motivating factors influencing different social classes.

Brim, et al., (2) studied the sources of variations in individual decision-making situations. They found beliefs to be one source of variation. These beliefs were epistemological beliefs or beliefs about the state of nature and instrumental beliefs which are concerned with the relation of means to ends. Proverbs were selected to correspond to certain dimensions of decision-making e. g., belief in fate and belief in thinking before acting. The research subjects responded to each proverb by selecting from a Likert type scale the response that most nearly described how they felt about the proverb.

The lower class subjects in the Brim, et al., study resided in New York City and were identified as having low mean incomes. All of the respondents were white, Jewish parents with boys nine to eleven years old.

It was concluded that lower class respondents had less confidence in their ability to exercise control over their own destiny and environment as compared to the middle-class group. In addition, "the lower class wives like their husbands, show a dependent, fatalistic approach to life" (2, p. 139). A fatalistic value orientation describes these low SES subjects.

Chilman, writing about child rearing and practices, cites family life patterns that are typical of the very poor. One pattern is "A fatalistic attitude toward life with a tendency toward magical thinking,

rather than a more optimistic and planned approach with confidence in the individuals ability to do something about his own situation" (10, p. 50).

The value orientation associated with low SES, Black homemakers is thought to be a fatalistic orientation. There has been little research in this area but many writers elude to the fate orientation as an implication derived from empirical data.

Rainwater, in a discussion on identity of Black persons living in the ghetto says,

In most societies, as children grow and are formed by their elders into suitable members of the society they gain increasingly a sense of competence and ability to master the behavioral environment their particular world presents. But in Negro slum culture growing up involved an ever-increasing appreciation of one's shortcomings, of the impossibility of finding a self sufficient and gratifying way of living (5, p. 191).

Another study by Rainwater (7) on family planning among the poor, not only Black, explicates the differences between social classes and the use of birth control methods. Among lower-lower class waives a fatalistic orientation prevails. The wife views pregnancy as a way of life that can only be changed by changing her husbands attitude toward the use of contraceptive devices. And this, she believes, is an impossible task and it is her lot to accept the consequences. Both of these studies by Rainwater exemplify a fatalistic orientation.

Value Orientation and Decision-Making

The relationship of value orientation to decision-making has been explored but the relationship between value orientation and decision-making mode has not been studied. Research and literature dealing with the relationship between value orientation and decision-making will be reviewed as will research on decision making style as background for the hypothesized relationships between value orientation and decision-making mode.

Irving Tallman, in an article, "The Family As A Small Problem Solving Group " (23), explains how cognitive styles influence problem solving.

... orientations provide basic psychological sets which color individuals' perceptions of situations. Integral to such orientations are the belief systems which legitimize certain power relations and determine the available alternative behaviors in problematic situations. Belief systems therefore are important elements... they provide directions for determining how situations should be resolved.

...those people who believe that man is capable of such mastery should be prone to view situations as problematic, whereas those who consider themselves powerless in the face of natural forces are more likely to maintain a passive and fatalistic orientation toward the world (23, p. 97).

Problem solving was defined as, "... behaviors which individuals or groups choose and implement in order to achieve desired ends" (23, p. 95) as opposed to his definition for decision making as "... a more general process of determining actions whether or not the outcome is assured " (23, p. 95). Of importance is the inference that belief systems influence

decision making.

The study by Brim, et al., reported earlier, concluded on the basis of their research that "...general values and orientations toward life, together with the cultural background of the respondents, seem to account for more variability in decision-making than the more traditional personality traits " (2, p. 234).

Halliday studied the relationships among decision procedure, decision context, and the decision-maker's belief about the state of nature. Three open-ended questions using technical, technical-affective and affective contexts of family living were used to elicit data about the decision-making behavior of sixty student wives. The "Test of Epistemological and Instrumental Beliefs" (2) was used to learn about the respondents belief in the state of nature. She hypothesized that: "homemakers who use a more rational approach to decisions will tend to perceive themselves as being able to exercise control over their environment, while those using a less rational approach will tend to perceive themselves as being more subject to chance or fate " (27, p. 61). This hypothesis was accepted on the basis of a negative correlation between Brim's subtest, "Belief in Fate" and the rational approach to decisioning. "Belief in Fate" is one of sixteen subtests designed for the Brim, et al., research. The other subtests relate to decision-making but the belief in fate test was most pertinent.

Harris (13) investigated joint decision-making by husbands and wives in relation to interest values measured by the Allport-Vernon-Lindzey "Study of Values" test. Values did not seem to influence how a

decision was made but rather who initiated the decision. This is contrary to the findings of Halliday who found that belief in fate, a value orientation, influenced the rationality of decision-making.

Decision-Making Style

Bustrillos (26) studied the decision-making style of sixteen Mexican homemakers. Style was recognized as a behavioral phenomenon composed of mode, time reference and decision-making rule elements. She predicted the dimensions of each of the elements would be organized into the following styles:

1. the hypothetical style would consist of the hypothetical mode, future time reference, and preference ranking
2. the factual style would consist of factual mode, past time reference and objective elimination
3. the action suggestive style would consist of action suggestive mode, present time reference and immediate closure.

Three open-ended, hypothetical problems were given to each homemaker. After each decision problem was stated the homemaker was asked the following questions:

1. What could be done in this situation?
2. Which would you consider the best and second best thing to do? Which the worst? Why?
3. If you were faced with the same problem, what would you do? Why?
4. Have you ever experienced this problem? What did you do then (26, p. 39)?

The homemaker's verbal responses were tape recorded, coded and analyzed. The factual style was the only predicted style to emerge from the data analysis. The style elements were factual mode, present

the management outcomes. Self actualization was measured using the "Personal Orientation Inventory" and management outcomes were quantified by determining the amount of help received from other family members. There was no relationship between the two scores except for economic activities. Two sub-scales of the POI, flexibility in application of values and nature of man, were positively related to care and control activities in which family members participated (18). The nature of man sub-scale is comparable to the range of variation in the human nature value orientation delineated by Kluckhohn and Strodtbeck (3). The nature of man orientation views man as essentially good. This orientation results in a person centered implementation of management outcomes according to the findings in the Dale study.

Tasker (22) and Stouffer (21) studied organizational patterns of good and dissatisfied homemakers and satisfied and dissatisfied homemakers respectively. The dissatisfied homemakers in both studies had more interruptions and in the Stouffer study more and younger children. The dissatisfied homemakers in the Stouffer study were more upset by the interruptions than were the satisfied homemakers. Both good homemakers and satisfied homemakers planned tasks and clustered activities and the satisfied homemakers identified routine as important. It appears that situational and predispositional characteristics of homemakers directly influence decision-implementing style.

Mumaw (17, 18, 32) studied the organizational patterns of 102 women and selected predispositional and situational characteristics that were believed to influence their pattern of organization. An Organizational Activities Index was developed and analyzed by a factor analysis process.

Hogan studied the decision-making styles of lower and upper socio-economic status homemakers. She hypothesized that over one-half of the low SES homemakers would use the factual mode. However, the action suggestive mode was used by more than one-half of the homemakers. One-third of the respondents used the factual mode and one-tenth used the hypothetical mode (28).

Value Orientations and Decision-Implementing Styles

A relationship between value orientations and decision-implementing styles was hypothesized. Decision-implementing style and organizational styles as identified by Nichols are synonymous. Nichols (30) studied the organizational style of 125 women employed full time in an automobile plant. The organizational process was conceptualized as having six components: assigning, authorizing, actuating, supervising, co-ordinating and evaluating. Polarized styles of organization result as these components are used in management. A task centered style expresses concern with the job outcome while the person centered style is expressed through concern for the person performing the task.

Paired statements about the organizational components were given to the subjects. The women were directed to choose one statement in each pair of statements with which they most nearly agreed. One statements in each pair was a task centered response and the other statement was a person centered response. The frequency of person and task centered responses was used to determine organizational style. The sample was found to be highly person centered.

Dale studied the relationship of the degree of self actualization to time reference and preference ranking rule. The combination of style elements resulted in unidimensional and multidimensional styles. Unidimensional styles utilized one mode, one time reference and one decision-making rule while multidimensional styles used more than one of any of the style elements. The variation in multidimensional styles was attributed to the use of several modes. All but one homemakers used two or more styles in the decision-making process and one dimension of an element was used at least twice. The content of the hypothetical problem was found to influence the number of styles used.

Identifying decision-making mode by frequency of instances was not adequate. For example, some women used phrases indicating the hypothetical mode but substantiated their position by introducing factual statements. On the basis of frequency these women would be erroneously classified as using factual rather than hypothetical mode.

Rivenes (20) studied the decision-making style of thirty-six home economics students enrolled in a decision-making course. Using the decision-making styles developed by Bustrillos, and improving upon the analysis of mode, Rivenes found two-thirds of the cases in her study used all three dimensions of mode. This was not true for time reference or decision-making rule as less than one-half of the cases utilized three dimensions for each of these elements. Most of the style patterns were multidimensional and the majority of decision patterns contained highly correlated dimensions. These dimensions were: hypothetical-factual,

hypothetical-action suggestive, factual-present, action suggestive future and present-past.

Four factors were identified: (1) Task Standardization, (2) Task Assignment,¹ (3) Task Regularization and (4) Task Arrangement. The structure of relationships between these factors made up the individual or group organizational pattern. Of the 102 subjects organizational patterns were found to be highly individualistic. The predispositional characteristic of Order Need was examined to determine if variation of organizational pattern could be attributed to the variation in the need for order. Heilbrun's Order Scale was used to measure Order Need. This conclusion was that Order Need explains the differences in organizational patterns. Persons with High Order Needs scored significantly higher than the Low Order Need persons on Task Standardization and Regularization. A predisposition for order can be more fully expressed when only one person is involved in a task.

Situational characteristics influencing organizational patterns included location of residence, age and number of children at home and religious preference. Farm residence contributed to high scores on Task Standardization, Regularization and Arrangement. Task Assignment depended upon children being school age. Four or more children yielded higher scores on Task Standardization and Assignment but the scores were lowest when only two children resided in the home. Religious

¹ Many of the statements used to measure Task Assignment were used in the Nichols study. High reliability and validity estimates for these statements were supported by the Mumaw study (25, p. 42).

affiliation with the Mennonite denomination accounted for higher Task Regularization scores than with non-Mennonite religious affiliations. Mumaw concluded that, "From these data it appears that the differences in organization patterns can be explained by a difference in value orientation, with lower scores being characteristic to the urban, less conservative populations and higher scores being characteristic to the rural, more conservative populations " (32, p. 4). Value orientations and employment of the homemaker were two predispositional characteristics cited as being fruitful for studying organizational patterns. Both of these variables are incorporated in the research reported herein.

There is no research upon which to base the hypothesized relationships between value orientations and particular decision-making modes, however, the literature reviewed indicates a relationship does exist between values and decision-making. The same situation exists for the hypothesized relationships between decision-making mode and decision-implementing style. Literature on values, value orientations, decision-making and decision-implementing as these relate to the hypotheses have been reviewed. Another variable, employment, may influence the value orientation and decision-implementing style of the homemaker. There is limited research to support this relationship.

conceptions of the homemaker role from the lower class respondents yielded a task and order emphasis suggesting that a task decision-implementing style could be consistent with this emphasis. However, the employed homemakers disliked housekeeping activities more than the non-employed homemakers. The lower class respondents also had positive attitudes toward child care. VanBortel (24) studied concepts, practices and attitudes of homemakers in two social class groups also. The homemakers in the lower socio-economic group, of which one-third were employed, defined a good homemaker in terms of satisfactory family relationships. Role concepts may vary greatly from the actual role performance and therefore not be truly representative of a group of homemakers. Both studies were concerned primarily with conceptions of a good homemaker. There is insufficient evidence to conclude that decision-implementing style would be person or task oriented however the implication is that employment caused a dislike for tasks and thus could be influential in determining decision-implementing style.

CHAPTER III

CONCEPTUAL FRAMEWORK

Introduction

This chapter will present definitions of terms used in the conceptual framework and the conceptual framework.

Definition of Terms

Many of the definitions of terms have been borrowed from studies that provided the measuring instruments for this research. However, some minor changes in definitions were required due to the conceptual framework used in this study, and in some cases, such as value orientation, a source other than previous research was utilized. Reference to the original source of the definition will be noted and where no reference is cited the definition is original to this study.

Value Orientation: a system of beliefs about the state of the environment that is manifest in a commitment to certain norms that guide decision-making and decision-implementing (6, p. 57)

Fate Orientation: a belief that one has little or no control over the environment and destiny (27).

Control Orientation: a belief that one has control over the environment and destiny (1).

Mediating Orientation: a belief that circumstances determine if one is controlled by or has control over the environment.

Decision-Making Mode: a way of developing, analyzing and classifying ideas related to the decision-making problem.

Hypothetical Mode: "When ideas are stated conditionally, conjecturally, or doubtfully the mode is considered hypothetical. This relationship to certain conditions makes the action hypothetical. The mode includes both statements of conditionality and contingency "(26, p. 7).

Factual Mode: "When ideas about things observed, sensed, or apprehended are stated conclusively, unqualified by anything, then the mode is factual. These ideas need not necessarily be about "facts" for that is the content of choice, rather it is the manner of being definitive and conclusive that is pertinent to determining mode. For factual mode, no explicit or verbal relations between ideas or action and consequences is given "(26, p. 7).

Action Suggestive Mode: "When action is directly suggested in a statement, the mode is action-suggestive. These suggestions may either assert or negate something or may take the seemingly safe road to inaction. The actions may be either manipulative or adaptive. Action verbs distinguish this type of mode "(26, p. 7).

Decision-Implementing Style: An individual, behavioristic pattern of organizing and creating change that emphasizes either task completion or human growth and development.

Task Style: "a concern for the tangible results of the task itself; the emphasis is on the visible outcome without consideration for the affective qualities of the task for the performer" (30, p. 7).

Person Style: "a concern with the task as a means for the growth and development of the performer" (30, p. 7).

Adapting Style: a concern for either the task or the person depending upon the situation.

Conceptual Framework

Value orientation, how one perceives the environment, is basic to this conceptual framework. One extreme is the belief that the environment can be influenced by management. Such an orientation will be designated as control. The opposite end of the continuum is the belief that the environment is not influenced by human activity. This end of the continuum will be designated as fate. A person who is fate oriented does not believe that management is possible because changes occur regardless of what a person might do to create change. No one person is consistently fate or control oriented but there are tendencies toward fate or control in general. Individuals with these tendencies will be called either fate or control oriented according to which orientation predominated when measured. Use of the fate and control orientation equally will be called mediating orientation.

Value orientation is not viewed in isolation from other managerial activity. In particular, value orientation influences decision-making

mode. (Figure 1) A fate person might be expected to use the action suggestive mode because this mode implies impulsive acceptance of one alternative while minimizing the consideration given to other alternatives. The fate orientation implies a belief that there are no alternatives in a given situation, that is, only one course of action is possible. At the opposite end of the continuum the control orientation implies consideration of several alternatives. This is consistent with the hypothetical mode. If the mediating orientation is salient, the value orientation, i. e., fate or control orientation, that is expressed is based on the known facts of the situation. This is basically a factual decision-making mode.

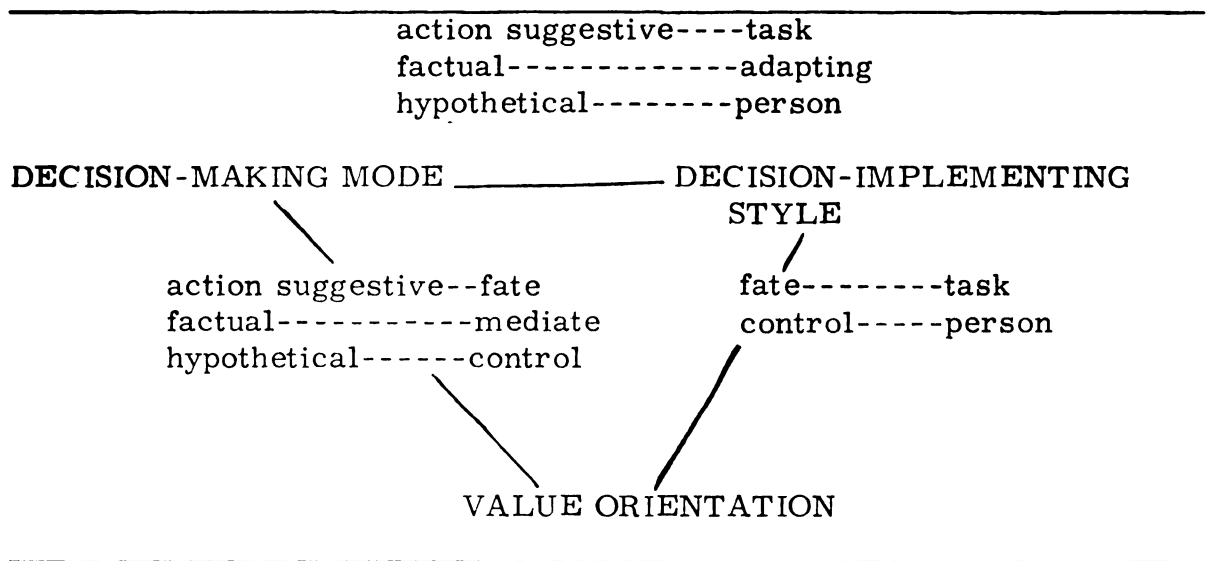


Figure 1 - Interrelationships of Managerial Components

Once the decision is made the next step is the style of implementation. This study focuses on two decision-implementing style categories which appear to be consistent with a specific value orientation.

A task oriented style emphasizes the job outcome not the affective results on the performer. Fate oriented people tend to feel the outcome is independent of the person performing the task and thus might be expected to use the task style. A person style of decision-implementing is concerned with the task as a means for growth and development of the performer. A control oriented individual believes there is interaction between the person and the activity in which he is engaged, therefore he might be expected to give consideration to the effect on the individual of the operation being performed. Control orientation is therefore consistent with person decision-implementing style.

The decision-implementing style has implications for the decision-making mode. The action suggestive mode is concerned with action. Minimal attention is given to results and the immediate demand for action minimizes personal involvement. This mode implies a task oriented decision-implementing style. The hypothetical mode is flexible; possible consequences are considered before action. It follows logically that effects on the individual are considered which implies that person oriented decision-implementing style is used. The adapting style would be used by the manager who emphasizes the task one time and the person another time. He would have a definite and conclusive idea about what to do. This would be a factual decision-making mode. The manager is limited by his perception and circumstances and has no cognizance of the consequences of the action.

The preceding has shown the reasoning behind the hypothesized

relationships among value orientation, decision-making mode and decision-implementing style. The control orientation tends to use the hypothetical decision-making mode and person decision-implementing style. This is further supported by the implication that hypothetical decision-making mode implies person decision-implementing style. This secondary relationship between decision-making mode and decision-implementing style was shown for each value orientation considered. Control orientation uses hypothetical, person; fate orientation uses action suggestive, task and mediating orientation uses factual.

The responsibilities of employment or of being a full time homemaker may influence value orientation. Employment may contribute to feelings of control because the employee is remunerated for creating change on the job or because money is viewed as essential for creating changes in the environment. The full time homemaker, however, may be more fate oriented because child rearing and housekeeping combined are influenced by variables that are frequently not controllable. Another factor contributing to a fate orientation may be not having earnings available for use in changing the environment.

Position may also contribute to decision-implementing style. An employed homemaker may feel obligated to be more efficient in performing household chores. This attitude is expressive of the task style. The full time homemaker with fewer time demands may be less concerned with task performance and exercise the person style by emphasizing personal growth and development.

The normative position for value orientation, decision-making mode and decision-implementing style remain the same as conceptualized in home management literature and research. Management is creating change in the environment and this change occurs because the variables can be controlled. The good home manager believes she can exercise control over the environment. As control is exercised over the environment a commitment to good decision-making evolves. The hypothetical mode allows for deliberate evaluation of variables that influence the decision situation and a cognition of the relationship of means to ends. The person style of decision-implementing is expressive of the values home management professionals place upon designing an environment in which family members can develop to their fullest potential. The person style is the normative style of decision-implementing.

The preceding conceptual framework is characterized by some of the same elements inherent to the framework of Paolucci (19). Her framework states,

The processes are closely interrelated parts of a system, in which home managers do not necessarily proceed systematically from one process to another. More likely, they will skip back and forth between processes, repeat one or more processes at times, and eliminate some processes at other times. The framework allows for identifying particular managerial styles or patterns, and provides a way of understanding and organizing behavior so that home and family practices can be improved. . . . (19,pp. 339-340)

The conceptual framework used in this study views decision-making and decision-implementing as interrelated and influenced by value orientations.

A value orientation organizes and provides for an understanding of managerial behavior as values are believed to be the pervading elements in managerial behavior.

CHAPTER IV

METHODOLOGY

Introduction

This descriptive study was conducted using survey methods. The interrelationships of selected managerial components and employment status of low socio-economic status Black homemakers were studied. This chapter will describe the sample, collection of data, instruments used, coding of data and analysis.

Sample

The sample consisted of 62 Black homemakers living in high rise apartments owned by the City of Chicago. Twenty five homemakers were employed and thirty-seven were full time homemakers.

Rationale for the Sample Design. The low SES Black homemaker was selected for this study because her family tends to be less stable than families of other socio-economic status. Incomplete families, economic insecurity, amoral behavior and interpersonal relationships contribute to the decline of the urban family as a socio-economic unit and to the inherent ghetto related problems generated by this instability (9, p. 153). The

lack of family solidarity characteristic of this group may be related to poor resource management and hence lies well within the realm of home management study. It is essential that home economists working with social service agencies have information about the managerial process used by the low socio-economic status, Black homemaker.

The criteria used for choosing the sample were (1) the subject must be a Black homemaker, (2) the subjects must represent a simple random sample of apartment dwellers living in the Dearborn Homes complex, (3) the subject must have at least one child between the ages of five and twelve, and (4) some of the subjects must be homemakers working less than five hours per week for pay and the other homemakers must be employed outside of the home for a minimum of twenty hours per week.

The third criterion was included so that responses to the decision problems would be realistic in terms of personal experiences with child rearing. Criterion four was necessary to determine if employment changed the homemaker's management process. No strategy was planned for controlling the number of employed or full time homemakers to be interviewed as these classifications were considered to be equally distributed in the sample population.

Choosing the Sample Units. A Black student majoring in home economics at Chicago State College who lived in the Dearborn Homes provided a description of the high rise apartments. Thirteen buildings comprise Dearborn Homes. Ten of the buildings have six floors and three buildings have nine floors. There are a total of 720 apartments ranging in size

from one to three bedrooms.

The apartment numbers in each building were listed in numerical order. A random sample of 113 apartments was drawn from the total population of 720 apartments using a table of random numbers.

Collection of Data

Selection and Training of Interviewers. Two Black home economics students from Chicago State College were employed to collect data. The interviewers were each given a copy of interviewing tactics and cautions (1, pp. 137-139) to study and then the researcher went over each point explaining in greater detail and emphasizing the importance of each point. The students were then asked to study the instruments and practice interviewing each other. When the materials were familiar and self-confidence was established the interviewers were told to interview their mothers and several other persons. When this was done a group session was held to answer questions and build self confidence. The interviewers were also shown how to code the objective materials.

Data collection started August 1, 1970, and was completed by September 15, 1970. Each interviewer was given a shoulder type handbag for carrying the interview materials. Included were eligibility questionnaires, tape recorder and tapes, the three testing instruments, apartment numbers of the sample drawn and a transparent plastic envelope containing a letter of introduction.

The shoulder type handbag was chosen for safety reasons. Many

persons going into the ghetto area have been assaulted because of the belief that most brief cases and similar devices contain money. The shoulder type bag is also typical for students who seldom carry valuables.

The interviewers were directed to interview at the time of the first contact if possible. If the homemaker did not have time an appointment was made, however most contacts resulted in an interview to determine eligibility before an appointment was established. If no one was home the interviewer was asked to make two return calls in an attempt to make a contact.

Sixty-two homemakers agreed to be interviewed, four homemakers were not eligible, five homemakers refused and contact could not be made at forty-two apartments. Contact could only be made during daylight hours for the safety of the interviewers. This is also the time when most families are at work and probably explains why there were a large number of families who could not be contacted.

Conducting of Interviewing. The interviewers introduced themselves as students at Chicago State College. They explained that they were taking a survey of homemaker's opinions and that it would take about twenty minutes. If the homemaker was hesitant about admitting the interviewer the homemaker was handed a letter of introduction on Chicago State College stationery.

The eligibility form was completed first. If the homemaker fulfilled the eligibility criterion the value orientation test was administered. The forty-eight proverbs and statements about life were printed

on three by five inch cards. The homemaker was handed five envelopes with one of the five responses typed on each envelope: strongly agree, agree, don't know, disagree and strongly disagree. The interviewer explained that the stack of cards contained statements about life and the homemaker should place each card in the envelope that best described her feelings about the statement. The cards were then left in the envelopes until the interviewer returned home and recorded the responses. The interviewers were instructed to read all written material to the homemaker as the homemaker followed along. This made it possible for an illiterate woman to conceal her illiteracy.

The three decision problems were printed on three pages of colored paper and were labeled Problem A, Problem B or Problem C. The three pages were stapled together into booklet form. The interviewer explained that the tape recorder would record the homemaker's answers to the three decision problems. The homemaker was assured that her anonymity would be maintained and that there were no right or wrong answers. The decision problems were described as being experiences that many families have. The interviewer then read each problem as the homemaker followed along in her booklet. The interviewer then asked the following questions which are the same questions asked in the Bustillos research:

1. What could be done in this situation?
2. Which would you consider the best and second best thing to do? Which the worst? Why?
3. If you were faced with the same problem what would you do? Why?

4. Have you ever experienced this problem? What did you do (26, pp.151-152)?

Decision-implementing style data were gathered using Nichols' Organizational Style instrument. The twelve paired statements were printed on colored paper with one pair of statements per page and a space next to each statement for a check to indicate the statement that the homemaker most nearly agreed with. The interviewer handed the homemaker the booklet and explained that these were twelve pairs of statements. As the interviewer read the statements the homemaker followed along and marked her response using a felt tipped marking pen.

Instruments Used

Each of the instruments used in this research was used in earlier research. This section will describe the three instruments that were used and describe the pretesting of each instrument. Pretesting was done during the 1968-1969 and 1969-1970 school years.

Value Orientation Instrument. The "Epistemological and Instrumental Beliefs" instrument (Appendix A) used by Brim, et al. was selected to measure two value orientations: belief in fate and belief in thinking before acting, i. e., control. The original test of eighty items consisted of proverbs and statements about life that are answered on a five dimension, Likert type scale. It was decided to shorten the test to forty-eight items having the greatest discriminatory power so the interview could be completed at one time without tiring the homemaker. Shortening the test made it necessary to test for reliability.

Testing the reliability was achieved by giving the shortened

form of the test to four homemakers who lived in an apartment complex adjacent to the apartments where the sample was to be drawn. These homemakers were aides in the Expanded Nutrition Education Program of the Illinois Cooperative Extension Service at the time of the testing. The reliability of the test was calculated using Hoyt and Stunkard's two-way analysis of variance (14). The coefficient of reliability was found to be 0.56 which means 56 percent of the variance of scores can be attributed to the discrimination of the test.

Hypothetical Decision Problems. Measurement of the decision-making mode variable utilized hypothetical decision problems similar to those used in the Bustrillos research. Because both this study and the Bustrillos study used minority group samples few changes were necessary. Criteria for the decision problems used in the Bustrillos research and also in this study were:

1. that the problems be meaningful to the sample families being interviewed;
2. that the problems be managerial rather than personal in nature;
3. that the problems be non-repetitive and non-routine (26, p. 36).

The following hypothetical decision problems were used in this research:

1. The family ironing has piled up for several weeks because the mother is working. The twelve year old daughter does not like to do the ironing.
2. The mother works and likes her job as well as the money she earns. However, the husband likes her to stay home so he can sleep before going to work at night. He cannot sleep very

well now because he has to watch the children.

3. A grade school age child knows he is supposed to go to bed at a certain time but recently he refuses to go when told it is time.

Problems one and two were used in the Bustrillos research. The third problem was substituted for the following Bustrillos problem:

For quite sometime now, the family has felt a need for a washing machine. The mother can not finish washing all the clothes for her four children, her husband and herself without getting a back ache. They have an old, broken machine. School has just started and they naturally have too many expenses (26, p. 151).

This problem was not relevant for the homemakers in this study who live in apartments where laundry facilities are provided.

The hypothetical problems were pretested by reading them to the four women. Their responses indicated that the problems were meaningful to the homemakers and the elicited responses were managerial. The non-repetitive, non-routine criterion was also met as the homemakers indicated that they would not tolerate this type of behavior.

Decision-Implementing Instrument. Nichols' organizational style instrument was chosen to measure decision-implementing style (Appendix B)

This instrument consists of twelve paired statements. One statement in each pair is person centered and the other statement is task centered. Pretesting reliability was deemed essential because Nichols' sample was comprised of women factory employees of unspecified racial characteristics and the proposed research sample was to be comprised of Black homemakers. The Nichols' organizational style instrument was tested on eight Black home economics majors at Chicago State College with

backgrounds similar to the sample homemakers. These eight women also took an equivalent form of the test "The Orientation Inventory" by Bass (31). It was decided not to administer the Bass test to the four homemakers who were used to pretest the other two instruments because of the complex wording and irrelevant items for the typical poor Black homemaker. The Orientation Inventory test measures a persons reactions to the challenges of jobs and to persons with whom he is working. The inventory generates three scores measuring task-orientation, self-orientation and interaction-orientation. Task-orientation reflects concern about completing a job, self-orientation reflects concern about the reward received from doing a job and interaction-orientation reflects a superficial concern about the social aspects of group activities. The scores for task-orientation and self-orientation were correlated with the task and person orientation scores from the decision-implementing style test. The interaction-orientation score was not applicable in the context of this research and was deleted. The correlation coefficient between scores of the eight Black home economics majors on the Nichol test and the Bass test was 0.81. It was decided to proceed with the Nichol instrument.

Eligibility Questionnaire

It was essential to keep the questionnaire as short as possible. Attention span, time available for interviewing and the suspicious nature of ghetto families demanded that only questions be asked which established eligibility in the study and identified the employment status of the homemaker.

The criteria established for sample selection were used as an outline for the questionnaire (Appendix C). The questions established the following eligibility requirements: are there children in the family and are the children five to twelve years old. The homemaker's employment status, hours per week employed and kind of work were also established.

CODING

Value Orientation. The six proverbs or statements about life that measured fate and control were scored according to directions given by Brim, et al. (2, p. 74). A strongly agree response received five points, agree four points, don't know three points, disagree two points and strongly disagree one point. A high score indicated a high degree of belief in fate if the item was a fate item or a high degree of belief in control if the item was a control item. These raw scores were transferred to a plus-minus scoring system so the absolute value of the score indicated the degree of belief in fate and control. (Figure 2)

Figure 2 -- Scoring Fate-Control Orientation Items.

Response	Brim, et al. Scores	
	for Fate and Control	Scores
	Fate	Control
Strongly Agree	5	+2
Agree	4	+1
Don't Know	3	0
Disagree	2	-1
Strongly Disagree	1	-2

The homemakers scores were summed to give a net fate score, a net control score and a total score. (Appendix D)

Decision-Making Style. The decision-making style responses were recorded on tape. Two home economics majors at Goshen College were hired to transcribe the recordings. Each student worked independently and listened to short sections of tape at a time before writing the response in a notebook. It was necessary to listen to the same section of tape repeatedly to transcribe the recordings accurately. There were words and occasionally a large section that could not be transcribed due to background noises. These omissions were noted in the transcriptions.

The two students who transcribed the tapes plus a third college student and the researcher served as a panel for coding the transcribed tapes. Coding rules from the Bustrillos research were used. Each panel member coded the same transcription and then a comparison of the coded section was noted. Disagreements in coding were noted and the interpretation of coding rules was clarified. The section was recoded noting any further discrepancies and correcting conflicts. Then a new section of transcription was coded. This process of refining the coding rules continued until 90% agreement was established among the four panel members.

The transcriptions were then coded for each of the decision-making style elements. Responses were then tallied on a grid for each homemaker and the modal response indicated for each decision-making style element. (Appendix E)

Decision-Implementing Style. The decision-implementing test was scored by the researcher. The task centered responses were counted as were the person centered responses. Then the scores were placed on a

continuum of 0 to 25. A score of zero indicates 12 person centered responses, a score of 25 indicates 12 task centered responses and a score of 12 represents six task centered and six person centered responses. (Appendix F)

Testing the Hypotheses

Hypothesis 1 stated that low SES homemakers tend to be more fate than control oriented in their value orientation. A Chi Square test was used to test the null hypothesis of no difference between the number of homemakers with either a fate or a control orientation. Hypothesis 1 would be accepted or rejected at the $p=0.05$ level of significance.

Hypothesis 2 was tested using a Chi Square test to determine if value orientation influenced decision-making mode. The null hypothesis would be accepted or rejected at the $p=0.05$ level of significance.

Hypothesis 3 correlated value orientation and decision-implementing elements in the following way: fate and task completion and control and person centeredness. A Pearson Product Moment Correlation Coefficient was used to determine the relationship of the variables. Also, a Fisher r to Z transformation was used to test the hypothesis $\rho = 0.50$. This value of ρ was selected because it was close to the value of r which had been previously determined. The 95% confidence interval was found for ρ , if this interval did not include zero then the true value of $\rho \neq 0$. The hypothesis would be accepted or rejected at the $p=0.05$ level.

Hypotheses 4 and 5 were tested using analysis of variance and the stated relationships would be accepted or rejected at the $p=0.05$ level.

Hypothese 4 stated that decision-implementing style will be interrelated with decision-making mode in the following ways: hypothetical mode - person style, factual mode - adapting style and action suggestive mode - task style. Subparts a and b of hypothesis 5 stated that non-employed homemakers will tend to be task centered while employed homemakers will tend to be more person centered. Subparts c and d stated that homemakers with a fatalistic value orientation will tend to be non-employed and homemakers with a control value orientation will tend to be employed.

CHAPTER V

FINDINGS

Introduction

Selected managerial components were tested for relative frequencies and interrelationships. The frequency of fate and control value orientations were analyzed to determine tendencies in the sample. The managerial components tested for interrelationships were: value orientation and decision-making mode, value orientation and decision-implementing style, decision-implementing style and decision-making mode. A test was also used to find if the responsibilities of being employed or of being a full time homemaker influenced value orientation and decision-implementing style. The analytical results for each hypothesis will be presented in this chapter.

Value Orientation

Hypothesis 1 states: Low SES Black homemakers tend to be more fate than control oriented in their value orientation.

Mediating Group. An identifiable mid group was made up of persons with

homemakers will be fate than control oriented. All homemakers, except those with a total score of zero, were used in the calculations. (Table 2) The computed Chi Square was 1.278 with one degree of freedom; the null hypothesis could not be rejected at the $p=0.05$ level. (Table 3)

Table 2 -- Frequency of Homemakers Classified as Fate or Control Oriented.

Value Orientation	Number
Fate	30
Control	21
Mid Group with Scores of Zero*	11
Total	62

*Omitted from Chi Square calculations.

Table 3 -- Chi Square of Value Orientations

	Control Orientation	Fate Orientation
fo	21	30
fe	25	26
$\chi^2 = 1.278$	d. f. = 1	

Value Orientation and Decision-Making Mode

Hypothesis 2 states: Low SES Black homemakers value orientations will tend to relate to their decision-making mode in the following manner:

- a. value orientations that emphasize fate will tend to use the action suggestive mode of decision-making.

- b. value orientations that emphasize control will tend to use the hypothetical mode of decision-making.
- c. value orientations that fall in the mid area of the fate-control continuum will tend to use the factual mode of decision-making.

Fifty-one value orientation scores, including zero scores, were used in the calculations. Eleven homemakers were eliminated on the basis of their decision-making mode scores. Four of these persons had no tapes and seven person's responses were combinations of several decision-making modes and much unclassifiable material. The distribution of homemakers is presented in Table 4.

Table 4 -- Frequency of Homemakers by Value Orientation and Decision-Making Mode

Value Orientation	Decision-Making Mode		
	Action Suggestive	Hypothetical	Factual
Fate	10	2	5
Mediating	12	0	11
Control	6	2	3
$\chi^2=17.05$	d. f. = 6		

The hypothesis of random association is rejected at $p=0.01$ level of significance with a $\chi^2=17.05$ at 6 degrees of freedom. However, close examination of the data reveals that the action suggestive category in each value orientation has the greatest number of cases while the hypothesis states the relationship to be greatest in action suggestive-fate, hypothetical-control and factual-mediating. The fate category is the only

category to have proportionately higher frequencies in the action suggestive group as compared to the other decision-making modes for any specific value orientation. The distribution of scores for decision-making mode was less than ideal. The modal score was action suggestive, next frequent was factual and the hypothetical class contained only four individuals. There were too few homemakers using the hypothetical mode to generalize about this category.

Value Orientation and Decision-Implementing Style

Hypothesis 3 states: A low SES Black homemaker's value orientation will tend to relate to decision-implementing style in the following manner:

- a. a value orientation that tends to emphasize fate will tend to emphasize task completion
- b. a value orientation that tends to emphasize control will tend to emphasize the person

A Pearson Product Moment Correlation Coefficient statistic was used to test the hypothesis of relationship between fate and task completion and between control and person. The dependent variable, person and task centeredness scores ranging from 3 to 25, was correlated with the independent variable fate and control scores ranging from -6 to +6. (Table 5) All 62 homemakers, including those with value orientation scores of zero were used. A fairly high degree of relationship was found to exist between fate and task and between control and person. The hypothesis was accepted on the basis of the 95% confidence interval, the value of rho is =0.398 to 0.732 and the calculated value of $r=+0.589$.

Table 5 -- Value Orientation and Decision-Implementing Style Scores

Decision-Implementing Style Scores*	Person Centered													
	0													
	1													
	2													
	3			x	x		x							
	4													
	5	x	x	x		x	xx	x	x	x				
	6													
	7				x	x	xx	x	x		xx			
	8					x								
	9			x	xxx				xx		x	x		
	10													
	11			x			x				x	x		
	12								x		x			
	13						x		x		xx			
	14								x					
	15	x			x	x	xx	x		x				
	16													x
	17								x				x	
	18		x			x	xx	xx						
	19							x						
	20						x							
	21													
	22													
	23						x	x		x				
	24													
25									x					

	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	
	Control Oriented						Fate Oriented							
	Value Orientation Scores **													

*Decision-Implementing Style Scores 0-all person centered responses
 13-half person-half task responses
 25-all task centered responses

**Value Orientation Scores -6 to -1 total control scores
 +1 to +6 total fate scores

Decision-Implementing Style and Decision-Making Mode

The fourth hypothesis states: The decision-implementing style of low SES Black homemakers will tend to be interrelated with decision-making mode in the following manner:

- a. a decision-implementing style emphasizing task completion will tend to use the action suggestive mode
- b. a decision-implementing style emphasizing the person will tend to use the hypothetical mode
- c. a decision-implementing style that falls in the mid area of the person-task continuum will tend to use the factual mode

The hypothesis proposed that a low decision-implementing style score would be hypothetical decision-making mode, the adapting group would be factual, and the highest decision-implementing style score would be action suggestive decision-making mode. However, the action suggestive group composed of 28 homemakers was found to have a mean score of 11.04 with a standard deviation of 5.08. The mean score of 19 homemakers using the factual decision-making mode was 13.25 with a standard deviation of 5.30. The mean score of four homemakers using the hypothetical decision-making mode was 12.75 with a standard deviation of 4.16. Analysis of variance was used to test this modified hypothesis. (Table 6) The independent variable categorized the homemakers according to decision-making mode. The dependent variable was decision-implementing style.

The hypothesis of difference is accepted as the F ratio of 3.517 is above the required F ratio of 3.23 at 2 and 40 degrees of freedom at $p=0.05$. The estimated degree of association of decision-making mode accounts for 9% of the variance in the decision-implementing style. This low degree of association may be due to (1) low frequencies, (2) unequal frequencies or (3) a low degree of association.

**Analysis of Variance of Decision-Implementing Style Related
Table 6 -- to Decision-Making Mode**

Source	Sum of Squares	df	Mean Squares	F ratio
Treatment	188.416	2	94.208	3.517
Error	1312.661	49	26.789	
Totals	1501.007	51		

The analysis of variance lends support to the hypothesis of relationship but the mean scores show the relationships to be different than hypothesized. The relationships exist between factual and task; action suggestive and person; and hypothetical and the mid area of the task-person continuum.

Responsibilities, Value Orientation, Decision-Implementing Style

Hypothesis 5 states: The responsibilities of the low SES Negro homemakers will affect their management process in the following manner:

- a. non-employed homemakers will tend to be more task centered in their decision-implementing style
- b. employed homemakers will tend to be more person centered in their decision-implementing style
- c. homemakers with a fatalistic value orientation will tend to be non-employed
- d. homemakers with a control value orientation will tend to be employed

Subparts a and b were tested using analysis of variance. The hypothesis claims that decision-implementing style will depend upon

employment status. The mean score for the unemployed group, composed of 37 homemakers, was 11.32 with a standard deviation of 6.85. The mean score for the 25 employed homemakers was 12.48 with a standard deviation of 4.77. The null hypothesis of non-dependence can not be rejected at $p=0.05$. There is insufficient evidence to conclude that mean differences exist between the treatment variable, employment status and the category variable of decision-implementing style. Less than 1% of the variance of decision-implementing style can be attributed to the treatment. (Table 7)

Table 7 -- Analysis of Variance of Decision-Implementing Style Related to Employment

Source	Sum of Squares	df	Mean Squares	F ratio
Treatment	11.90	1	11.90	.33
Error	2176.94	60	36.28	
Totals	2188.84	61		

An analysis of variance was used to test hypothesis 5c and d. This hypothesis claims that employment status will depend upon value orientation. The fate-control scores were made positive numbers by adding six to each raw score. The mean score for the twenty-two homemakers in the unemployed group was 6.91 with a standard deviation of 3.52. The 14 homemakers in the employed group had a mean score of 3.14 and a standard deviation of 1.35. The null hypothesis of non-dependence can be rejected. The null hypothesis of non-dependence can

be rejected as the F ratio of 13.85 is above the required F ratio of 4.08 at $p=0.05$ level. (Table 8) The hypothesis of relationship is supported. The best available estimate is that the treatment variable, value orientation, accounts for 26% of the variance of employment status.

Table 8 -- Analysis of Variance of Employment Related to Value Orientation

Source	Sum of Squares	df	Mean Squares	F ratio
Treatment	121.3	1	121.3	13.85
Error	297.7	34	8.756	
Totals	419.0	35		

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CHAPTER VI

CONCLUSIONS AND IMPLICATIONS

Introduction

This chapter will present conclusions about the tested hypotheses, limitations of the study and implications for future research.

Conclusions

Value Orientation. The hypothesis that: Low SES Black homemakers tend to be more fate than control oriented in their value orientation, was rejected.

This is inconsistent with the findings of Brim, et al., that lower-class wives showed a "... dependent, fatalistic approach to life." (2, p. 139). Being a Black homemaker and living in public housing were believed to be qualities that also contribute to a fate orientation.

It is possible that hypothesis I was not accepted because the homemakers did not understand the value orientation test questions. Eleven homemakers were classified in the mid group of the fate-control continuum. They could not be classified as fate or control because their responses were inconsistent. Some homemakers responded with strongly

agree or strongly disagree to both fate and control items.

The homemakers with strongly agree responses to both fate and control items may have been revealing conflict between the desire to control and the desire to be controlled by their environment. Another explanation is that the subjects have differing amounts of control over various aspects of their environment and this control or lack of control fluctuates from time to time depending upon the conditions they perceive.

Some homemakers responded by strongly disagreeing with both fate and control items. It is possible that these women did not know what they believed to be true about their environment. They did not perceive a choice situation between fate and control, therefore there was no conflict for them.

Value Orientation and Decision-Making Mode

Hypothesis 2 was accepted: This hypothesis stated that relationships exist between value orientations and decision-making modes.

Belief in a fate orientation results in a minimal amount of management or control over one's environment. The decision-making mode that a fate oriented person would be most likely to use would be consistent with goal directed behavior, be more prescriptive and would not explore other alternatives in a decision situation. The action suggestive mode fit these criteria and was found to be most frequently used by the fate oriented person.

The action suggestive mode was also used most frequently by homemakers in the control orientation and mediating orientation groups. The homemakers in the mediating group gave inconsistent responses when answering the items measuring fate and control orientations. This inconsistency was also prevalent in their decision-making mode. Twelve used the action suggestive mode, eleven used the factual mode and no one used the hypothetical mode. Therefore, the conclusion must be that while value orientation seems to influence decision-making more research is needed to determine what the influence is in particular.

Value Orientation and Decision-Implementing Style

Homemakers with a fate orientation were found to emphasize task completion while homemakers with control orientations implemented their decisions by emphasizing the person.

Nichols concluded that the homemakers in her study were "... highly person-centered in most of their responses to the style inventory statements" (30, p. 64). The findings of this study concur with Nichols' findings that homemakers tend to be more person centered than task centered. The person centered homemakers in this study were also found to be more highly control oriented while the task centered homemakers were more highly fate oriented.

Decision-Implementing Style and Decision-Making Mode

The hypothesized relationships between decision-implementing style and decision-making mode were: task and action suggestive, person and hypothetical, and adapting and factual. However, these relationships were not supported.

The rationale for the hypothesized relationship between task and action suggestive was that a task orientation asserts that, "... the organizer is concerned with the tangible results of the task itself; the emphasis is on the visible outcome without consideration for the affective qualities of the task for the performer " (30, p. 7) It seems plausible that a homemaker with this decision-implementing style would use the action suggestive mode which is characterized by either manipulating, adapting, accepting, negating or taking no action. The relationship was not supported as homemakers who used the action suggestive mode had, on the average higher person centered scores.

The homemaker who is person centered, "... is concerned with the task as a means for the growth and development of the performer " (30,p. 7) It was hypothesized that a person centered homemaker would use the hypothetical mode. This mode is conveyed by conditional, conjectural or doubtful expressions which are flexible depending upon the situation. The normative stance would be to expect a person centered homemaker to use the hypothetical mode because it is flexible. It was found that this relationship did not exist but that the hypothetical mode

was more frequently used by homemakers that were in the adapting group.

It was hypothesized that the homemaker using the adapting style would use the factual mode. This mode is considered to be used when ideas are stated conclusively and not qualified and when actions and consequences are seen separately without a causal relationship. The adapting category was viewed as being comprised of homemakers who delegated responsibilities in a manner that seemed most expedient at the time. This hypothesis was not supported as the factual mode was used more frequently by the task oriented homemakers.

The relationships were found between decision-making mode and decision-implementing style but the form of the relationship was not as hypothesized. Relationships were found between person and action suggestive, task and factual, and adapting and hypothetical.

Limited conclusions can be drawn because of the low frequencies in some of the categories especially the person and action suggestive category. The task and factual category provides a basis for some speculation. When a task orientation prevails the end product is of basic concern. The factual mode also focuses on either the act or the consequences with no causal relationship noted. A homemaker who fits this category will need help to organize activities when others are involved. Bustrillos identified the hypothetical mode as the normative mode. The adapting style of decision-implementing might also be identified as normative because this position allows for a change of style determined by the situation. In the present study relationship was

found between hypothetical mode and the adapting category. As the homemakers responded to the decision-implementing style test several mentioned that the situation would determine their choice between the person and task items. These homemakers were mothers of six to twelve year olds and no doubt found that a flexible position was necessary.

The rationale for hypothesis 5a and b was based on VanBortel's, Melton's and Nichols' research. VanBortel found the low SES homemakers in her study conceptualized their role in terms of caring for the family and house (24, pp. 31-32). Melton also found that the non-employed, low SES homemakers in her study conceptualized home management as housekeeping (29, pp. 35-36), while employed homemakers disliked housekeeping activities more than the non-employed homemakers. Nichols found the employed women in her sample "... were highly person-centered in most of their responses to the style inventory statements" (30, p. 64). It seemed likely that the Black women would also follow this pattern of employment status determining decision-implementing style.

Failure to support this hypothesis might have been due to sub-cultural differences. The Black, ghetto family is a matriarchial system with the mother responsible for the family (5, p. 170). The responsibilities increase especially under the stresses of the living conditions represented in this sample. The Black homemakers lived in a very

hostile environment and were highly dependent upon others for the family's safety. A person centered orientation is one way of coping with the environment. Task performance is secondary in importance in this context.

Hypothesis 5c and d stated that a homemaker with a fate orientation would tend to be non-employed and homemakers with a control orientation would be employed. This relationship was found to exist. An employed homemaker may feel she has control particularly if the income she earns is viewed as a resource that gives one control over other environmental factors. The non-employed homemaker may be fate oriented because she does not perceive having control over her environment.

Limitations

Locale of Study. This study was made in an area of high crime rates and for this reason inhabitants of the apartment complex are extremely cautious. This also necessitated interviews be conducted during school hours and during day light hours. This may have biased the homemaker's responses. This same area has been a target for many surveys that have exploited families. These surveys have promised political action to

improve living conditions but yielded no results except to kindle frustrations. This climate could have influenced responses given by the homemakers.

Instruments. Each instrument used in this study had previously been used on low SES subjects. The value-orientation test was used with low income white women, the decision-making style instrument was administered to Mexican homemakers on welfare and the decision-implementing style test was given to employed homemakers of unspecified race. Administering of these tests to low SES Black homemakers possibly introduced sub-cultural biases as these tests were originally designed for use with other sub-cultural groups.

Implications

Further research is needed to describe the interrelationships of the managerial components: value orientation, decision-making mode and decision-implementing style. This study has provided empirical data to support the idea of interrelationships but the findings have focused on a small segment of a minority group. A replication of this study focusing on a larger and more heterogeneous population would help to develop a management profile of managerial behavior. This knowledge might then be used as a diagnostic tool to identify problem areas of the management process should further research be supportive of this conceptual framework. Another area for further study would be the homemakers classified as mediating. Are these women confused about their value orientation,

is there conflict between controlling and being controlled or does the situation influence the amount of control one is willing to exercise? Does the ghetto environment suppress one's desire to control?

The home management professional might use this research in several ways. One practical application would be to analyze a case study for value orientations, decision-making modes and decision-implementing styles. Through this analysis, student might gain insights into their own approach to decision-making. The identification of problem areas in the management process could provide clues about how to help a person improve his managerial abilities.

Another application of this research would be to administer either the research instruments used in this study or tested adaptations of these instruments for diagnostic purposes. The management professional could better help others if management problems were identified objectively. Teachers, case workers and extension personnel would find this diagnostic tool helpful in preassessment and explication of management.

The home management professional may find it difficult to help homemakers with a definite fate or control orientation. However, the homemakers classified as mediating may be more receptive to suggestions about how they might improve their management. These homemakers seem to be in a transitional stage and less definite about their beliefs. Professional guidance might help these homemakers to perceive alternatives that could enhance effectiveness of their management.

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APPENDICES

APPENDIX A

TEST OF EPISTEMOLOGICAL AND INSTRUMENTAL BELIEFS

	Strongly Agree	Agree	?	Disagree	Strongly Disagree
1. Flowers know where the sun is, and feel its warmth.	SA	A	?	D	SD
2. Every human problem can be solved and every hunger satisfied and every promise can be fulfilled if God so wills.	SA	A	?	D	SD
3. Man's existence is completely under the control of destiny.	SA	A	?	D	SD
4. Things that seem mysterious and unpredictable now will one day be predicted by science.	SA	A	?	D	SD
5. Few things have but a single cause; for most the "cause" is really a multitude of little things happening together.	SA	A	?	D	SD
6. The highest wisdom is continual cheerfulness.	SA	A	?	D	SD
7. He who never hopes can never despair.	SA	A	?	D	SD
8. To fear the worst often cures the worst.	SA	A	?	D	SD
9. One often expects misery in vain.	SA	A	?	D	SD
10. Old houses, like old people, feel very tired at times.	SA	A	?	D	SD
11. As God created the world, so He can change or end it as He pleases.	SA	A	?	D	SD

	Strongly Agree	Agree	?	Disagree	Strongly Disagree
12. There is a divinity that shapes our ends, roughhew them as we will.	SA	A	?	D	SD
13. The world moves in an orderly fashion.	SA	A	?	D	SD
14. For any event there are an infinite number of results.	SA	A	?	D	SD
15. To fear the worst is to go through life with an unnecessary burden.	SA	A	?	D	SD
16. One's fondest hopes rarely come true.	SA	A	?	D	SD
17. Life often presents us with a choice of evils rather than of good.	SA	A	?	D	SD
18. It is madness to be expecting evil before it comes.	SA	A	?	D	SD
19. The unlighted match feels its own heat when lighted.	SA	A	?	D	SD
20. God is powerless in the face of natural laws and to ask him for help is to shout at the wind.	SA	A	?	D	SD
21. Nothing comes to pass but what fate wills.	SA	A	?	D	SD
22. People try to find order in the world when in fact there is none.	SA	A	?	D	SD
23. The causes of any event are so intertwined that it is difficult to know how important each may be.	SA	A	?	D	SD

	Strongly Agree	Agree	?	Disagree	Strongly Disagree
24. It is worth a thousand dollars a year to have the habit of looking on the bright side of things.	SA	A	?	D	SD
25. He that lives on hope will die starving.	SA	A	?	D	SD
26. Forewarned is fore-armed.	SA	A	?	D	SD
27. Nothing is so wretched or foolish as to anticipate misfortunes.	SA	A	?	D	SD
28. Happiness comes from living day to day.	SA	A	?	D	SD
29. When ancient opinions and rules of life are taken away, the loss to people cannot possibly be estimated.	SA	A	?	D	SD
30. One of the most important things in life is to be absolutely sure of what you want.	SA	A	?	D	SD
31. Uncertainty and expectation are the joys of life.	SA	A	?	D	SD
32. For every action there's a limited number of outcomes; it's smart to consider them all beforehand.	SA	A	?	D	SD
33. It's important to decide upon one thing and stick to it.	SA	A	?	D	SD
34. Nothing is less in our power than the heart, and far from commanding it we are wiser to obey it.	SA	A	?	D	SD

35. Our grand business is not to see what lies dimly at a distance, but to do what lies clearly at hand.

SA

A

?

D

SD

36. The tried and true ways are the best.

SA

A

?

D

SD

37. It is easy to classify most things as either good or bad.

SA

A

?

D

SD

38. To know what may happen tomorrow is one of the dullest things in life.

SA

A

?

D

SD

39. You can only confuse yourself by thinking of all that might happen.

SA

A

?

D

SD

40. Each important thing that happens to man can be traced to a single cause.

SA

A

?

D

SD

41. Happiness comes from impulse, rather than reason.

SA

A

?

D

SD

42. The pleasures of one today are worth those of two tomorrows.

SA

A

?

D

SD

43. To live by custom is a foolish thing.

SA

A

?

D

SD

44. It's best not to get too excited about anything.

SA

A

?

D

SD

45. Certainty alone brings peace of mind.

SA

A

?

D

SD

	Strongly Agree	Agree	?	Disagree	Strongly Disagree
46. In deciding whether or not to do something it's wise to make as long a list as you can of all the outcomes.	SA	A	?	D	SD
47. To try to do many things is to do none of them well.	SA	A	?	D	SD
48. Our first impulses are good; thought usually weakens them.	SA	A	?	D	SD

Brim, Orville G., Jr., David C. Glass, David E. Lanvin, and Norman Goodman. PERSONALITY AND DECISION PROCESSES. Stanford, Calif.: Stanford University Press, 1962.

APPENDIX B

DECISION-IMPLEMENTING STYLE TEST

_____ The family member who does the job best is the one who should do it.
or

_____ Jobs should be changed around often so family members will enjoy what they do.

_____ They should be able to use their own ideas as to how they will to the job.
or

_____ Directions need to be given so the job will be done right.

_____ The best way to get them to do their jobs is to pay them.
or

_____ Knowing they are contributing to the family is the best way to get them to help.

_____ It is important to check often to see if they are following instructions.
or

_____ It is best if the mother doesn't stand over the helper while he is working.

_____ They should expect to get some help with their chores on days when they are busy.
or

_____ Children should have a set schedule for doing their chores and stick with it.

_____ It is necessary to inspect the job each time to see how well they have done.
or

_____ Expecting them to do the job as well as mother might discourages them from doing it another time.

_____ It is best to shift jobs among family members to keep up enthusiasm.
or

_____ The one who can be depended upon to get the job done is the one who should do it.

It is necessary to give directions every time to have the job done the way mother wants it done.

or

The helper should be able to do the job in a way that makes it interesting for him.

The way to get them to do jobs is praise them, and let them know you trust them.

or

They need to know they will be punished if they don't help with the work.

Asking an occasional question about how they are getting along should be all that is needed in the way of overseeing the job.

or

It is best to oversee the work pretty closely in order to have the job done right.

They should be expected to do the same amount of work every day.

or

They need to know the family schedule so they can choose their own time for doing their chores without inconveniencing others.

It is necessary to do some checking on children's work when they are finished so they know you care.

or

If the job isn't done right they should do it over until it is.

Nichols, Addreen. "Person-Centered and Task-Centered Styles of Organization." Unpublished Ph.D. Dissertation, Michigan State University, 1964.

APPENDIX C

ELIGIBILITY

1. Do you have children? yes _____

no _____

2. How old are your children?

boys

girls

less than 1

2-5

6-12

over 12

3. Who else lives in your home?

husband _____

brother _____

sister _____

grandparents _____

aunt _____

uncle _____

cousin _____

niece _____

nephew _____

child's spouse _____

grandchildren _____

male friends _____

female friends _____

Identification _____

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4. Do you work for pay? yes _____ (go on to next page)

no _____ (end of interview)

4a. How many hours a week do you work for pay?

0-5 hours _____

6-19 hours _____

20 hours or more _____

4b. What kind of work do you do?

babysit _____

clerk _____

housework _____

waitress _____

specify other _____

APPENDIX D

Individual Value Orientation Scores

Identifi- cation	FATE Questions				CONTROL Questions				Total Score
	1	2	3	Net Score	1	2	3	Net Score	
1	-1	+1	-1	-1	0	+1	+2	+3	+2
2	0	0	-1	-1	-1	-2	+1	-2	-3
3	0	+1	-1	0	0	+2	+2	+4	+4
4	-1	+1	-1	-1	+1	-1	+1	+1	0*
5	+1	0	+1	+2	+1	+1	+1	+3	+5
6	-1	+1	-1	-1	+1	-1	+2	+2	+1*
7	0	-1	0	-1	+2	+1	-1	+2	+1*
8	-1	+2	+1	+2	-2	-1	+1	-2	0*
9	+1	0	0	+1	+1	-1	+1	+1	+2
10	+1	0	+1	+2	0	-2	-2	-4	-2
11	0	0	+2	+2	0	0	-2	-2	0*
13	-2	+1	0	-1	-1	+2	+2	+3	+2
14	+1	0	+2	+3	+1	-2	+1	0	+3
16	+1	0	-1	0	-1	0	0	+1	+1*
17	+1	0	+1	+2	0	+1	+2	+3	+5
18	0	0	+1	+1	-2	-2	-2	-6	-5
19	+2	0	0	+2	0	-1	+2	+1	+3
20	+1	+1	+1	+3	+1	-1	+1	+1	+4
21	-1	+1	+1	+1	+1	+1	+1	+3	+4
22	+1	+1	-1	+1	+1	+1	+1	+3	+4
23	0	0	0	0	+1	+1	+2	+4	+4
24	-2	0	-2	-4	+1	-2	+1	0	-4
26	+1	0	+1	+2	+1	+1	+1	+3	+5
27	0	0	0	0	0	+1	0	+1	+1*
28	+1	0	0	+1	+1	+1	+1	+3	+4
29	0	0	0	0	+1	-1	0	0	0*
30	-1	-1	-1	-3	-1	-1	+1	-1	-4
31	-1	0	-2	-3	0	+1	+1	+2	-1*
37	0	0	0	0	+2	-1	-1	0	0*
38	-1	-1	+1	-1	0	-2	-1	-3	-4
39	-1	-1	-2	-4	+1	-1	+1	+1	-3
40	-2	+2	-2	-2	+1	-2	+2	+1	-1*
41	0	+2	+2	+4	+2	-1	+1	+2	+6
42	0	0	+1	+1	0	0	+1	+1	+2
43	0	0	-2	-2	0	-2	-2	-4	-6
44	+1	0	+1	+2	0	-2	-2	-4	-2
45	+2	0	+2	+4	-1	-1	-2	-4	0*
46	+1	+1	+1	+3	+1	-2	-1	-2	+1*
47	-1	0	+2	+1	0	+2	-2	0	+1*
48	0	0	+1	+1	0	-2	-1	-3	-2
49	+1	+1	+2	+4	0	-2	-2	-4	0*
50	0	-1	+2	+1	+1	-1	-2	-2	-1*
52	0	0	+1	+1	0	-1	+1	0	+1*
53	0	0	0	0	0	-1	+2	+1	+1*

Individual Value Orientation Scores (cont'd.)

Identifi- cation	FATE Questions				CONTROL Questions				Total Score
	1	2	3	Net Score	1	2	3	Net Score	
54	-1	+1	+1	+1	+2	+1	-1	+2	+3
55	-1	+1	+2	+2	+2	+2	-2	+2	+4
56	0	0	-1	-1	0	0	-2	-2	-3
57	-1	-2	+1	-2	+1	0	+2	+3	+1*
58	-1	0	-1	-2	-1	-1	+1	-1	-3
59	-2	-2	-2	-6	+1	-1	-1	-1	-7
60	+2	+1	-1	+2	-2	-1	-1	-4	-2
62	+2	0	-2	0	+1	-2	-2	-3	-3
63	0	+1	0	+1	-1	+1	+1	+1	+2
64	0	0	+1	+1	0	-1	0	-1	0
66	0	-1	+1	0	-1	-2	+2	-1	-1*
69	-2	0	-2	-4	-2	-1	+1	-2	-6
70	-1	0	-1	-2	+1	-1	+1	+1	-1*
71	+1	0	0	+1	+1	-2	+1	0	+1*
72	+1	+1	-1	+1	0	-2	+2	0	+1*
73	+2	0	+2	+4	-1	-2	-1	-4	0*
74	+1	0	+2	+3	-2	-2	+1	-3	0*
75	-2	0	-1	-3	+1	-1	-1	-1	-4

*Denotes mid group

APPENDIX E

INDIVIDUAL DECISION-MAKING MODES

<u>Identification</u>	<u>Mode</u>	<u>Identification</u>	<u>Mode</u>
1	action suggestive	42	action suggestive
2	factual	43	action suggestive
4	action suggestive	44	action suggestive
5	factual	45	factual
6	action suggestive	46	factual
7	action suggestive	49	action suggestive
8	action suggestive	50	factual
9	action suggestive	53	factual
13	factual	54	hypothetical
14	action suggestive	55	action suggestive
16	action suggestive	56	action suggestive
17	action suggestive	57	action suggestive
19	action suggestive	58	action suggestive
21	factual	59	action suggestive
22	factual	60	action suggestive
23	hypothetical	62	factual
24	hypothetical	63	action suggestive
26	factual	64	action suggestive
27	factual	66	factual
28	action suggestive	70	action suggestive
29	factual	71	action suggestive
30	factual	72	factual
31	action suggestive	73	factual
37	action suggestive	74	factual
40	factual	75	hypothetical
41	action suggestive		

APPENDIX F

Decision-Implementing Style Scores

Identification	Score ¹	Identification	Score	Identification	Score
1	9	28	11	58	7
2	9	29	5	59	5
3	1	30	9	60	7
4	7	31	7	62	3
5	17	37	15	63	5
6	5	38	3	64	18
7	12	39	15	66	13
8	5	40	16	69	9
9	7	41	16	70	3
10	5	42	9	71	15
11	23	43	15	72	19
13	25	44	13	73	15
14	23	45	18	74	11
16	14	46	7	75	15
17	11	47	18		
18	18	48	8		
19	15	49	20		
20	13	50	15		
21	13	52	23		
22	12	53	18		
23	7	54	18		
24	11	55	9		
26	9	56	9		
27	13	57	17		

¹All task centered responses - 25
 All person centered responses - 0