

LOYALTY IN A FORMAL ORGANIZATION

by

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## ABSTRACT

This is a study of the occurrence of loyalty within a formal organization. It does not purport to be an analysis of all forms of loyalty but rather it seeks to reveal a particular type of loyalty within a hierarchical organization. Putting it more sharply, this thesis investigates the occurrence of subordinate loyalty toward a superior.

The object of the study was twofold: (1) to investigate the acceptability of the definition of loyalty within a theoretical scheme as proposed by Blau and Scott in their recent book Formal Organizations and (2) to attempt to isolate and investigate those conditions and factors which may be related to felt subordinate loyalty toward a superior.

The method of investigation took the form of distributing a mail questionnaire to the employees of one of the divisions within a publicly owned electrical utility. The replies to the questionnaire were tabulated and are presented in the body of the thesis.

The general conclusions reached were as follows:

1. The Blau and Scott definition of loyalty seems to be too narrow.
2. Superiors who command the felt loyalty of their subordinates are more likely than others to establish effective informal authority over them and thus to influence them.

3. The more that a superior perceives himself as maintaining emotional detachment, the greater is the felt loyalty of his subordinates.
4. A supervisor who is consistent in his enforcement of the working rules and practises will be more likely to gain the loyalty of his subordinates.

The following hypotheses were not statistically supported.

1. The more independent a supervisor is from his superior, the more likely it is that he will have loyal subordinates.
2. Loyalty to superiors in a hierarchical organization tends to be pronounced on alternate levels.

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## CHAPTER I

### INTRODUCTION

There are many techniques by which a supervisor may try to gain compliance with his directives. These methods seem to run along a continuum, ranging from behavioural devices described as persuasion to those described as threats. Recently, there have been suggestions put forth that the form of behaviour utilized by a superior to gain compliance with his directives is related to the presence of superior - subordinate loyalty. This study will undertake to research the underlying factors which seem to encourage the formulation of loyalty and investigate some hypotheses which attempt to predict the occurrence of loyalty.

#### Statement of Problem

Although this study is concerned with loyalty, it does not purport to be an analysis of all forms of loyalty. Rather, it seeks to reveal a particular occurrence of loyalty in a hierarchical organization. Putting it more sharply, the main theme of this thesis will be an investigation of a hypothesis put forward by Blau and Scott in their recent book Formal Organizations: "...loyalty to superiors in a hierarchical organization would be pronounced on alternate levels."<sup>1</sup> In

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<sup>1</sup>Peter M. Blau and W. Richard Scott, Formal Organizations, San Francisco: Chandler Publishing Company, 1962, p. 162.

addition, there are further supporting hypotheses put forward concerning the occurrence of loyalty in organizations. The hypotheses which form the basis of the study design are set out in Chapter III.

### What is Loyalty?

The investigation hinges upon the establishment of significant differences among workers on different levels in an organizational hierarchy with respect to the occurrence of loyalty to their supervisor. It is therefore essential that the term "loyalty" be defined in some manner that relates it to systematic theory and at the same time makes possible a suitable operationalization for measurement.

In common conversation the term has been used to express such ideas as "unquestioning faith and trust", "allegiance", "fealty", "homage", and "liking". However, to date, so far as I know, there have not been any unique or specific definitions of this term published by those in the fields of sociology or psychology. When this term is used by those in the aforementioned fields, I have come to understand that it is used in its everyday, descriptive, vernacular sense rather than as a term having some special and precise meaning within a theoretical scheme. With regard to the social sciences the term "loyalty" appears most frequently in reference to superior-subordinate relationships, employee-union relationships and employee-organization relationships. This study

will be concerned solely with the occurrence of loyalty as arising in the superior-subordinate relationship. It is intended to investigate the occurrence of a subordinate's loyalty to his superior.

There are examples of loyalty to be found in various publications, but they all differ in some respect from one another, and there does not seem to be any standardized instrument to measure the quality or attitude described as "loyalty". The use of loyalty in theoretical analysis will vary depending upon the orientation of the writer. A review of the literature utilizing the concept of loyalty will be presented in Chapter II.

For the purpose of this thesis, "loyalty to a supervisor" will be defined in the same way as by Blau and Scott. "Using as index of allegiance whether or not workers chose their own supervisor when asked which of the agency supervisors they would most like to work under, groups and workers were classified into loyal and nonloyal ones."<sup>2</sup> For the present investigation, I will accept this definition of loyalty to a superior: if a subordinate exhibits a preference to remain under the influence of his present superior, such a subordinate will be categorized as loyal to his superior.

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<sup>2</sup>Ibid., p. 105.

This operationalized definition of "loyalty" to a supervisor has formed the basis for the series of hypotheses put forward by Blau and Scott. In these predictions, loyalty, so defined, is related to such aspects of organizational behaviour as effective informal authority, emotional detachment of superiors, independence of superiors, stability of supervisory practises and approval of the superior by subordinates.

For the present investigation, I will accept this conceptual definition of loyalty to a supervisor, as proposed by Blau and Scott, (although in developing an operational definition, as described in Chapter IV, this clarity of definition could not entirely be maintained).

### The Function of Loyalty

Before further developing the main theme of this thesis - the determinants of loyalty - it might be worthwhile to further justify the project by indicating briefly the function and effects of loyalty in large administrative organizations. This will be done by describing some aspects of the organizational context within which the phenomenon of loyalty develops followed by an indication of how loyalty influences such a setting.

### The Organization and Authority

In a formal organization much of the conduct of the members on the job is usually determined by the organization or official

blueprint. However, it has been observed that regardless of the time and effort devoted by management to designing a rational organizational chart and elaborate procedure manuals, this official plan can never completely determine the actions and interpersonal relations of the organization's members.<sup>3</sup>

One of the characteristics of the worker's role in industrial society is the expectation of his voluntary submission to authority. This acceptance of the legitimacy of power relations in industrial enterprises is obviously crucial to the orderly arrangement of the work process. (At the same time, however, the acceptance of discipline is a condition which men tend to find irksome, perhaps even hurtful to human dignity, and this of course is especially so where superiors are inclined to use their authority to its limits.)

Concerning large administrative organizations Robert K. Merton has written that:

...there is integrated a series of offices of hierarchized statuses, in which inhere a number of obligations and privileges closely defined by limited and specific rules. Each of these offices contains an area of imputed competence and responsibility. Authority, the power of control which derives from an acknowledged status, inheres in the office and not in the particular person who performs the official role. Official action ordinarily occurs within the framework of preexisting roles of the organization. The system of prescribed relations between the various offices involves a considerable degree of formality and clearly defined

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<sup>3</sup>Ibid., p.5.



social distance between the occupants of these positions. Formality is manifested by means of a more or less complicated social ritual which symbolizes and supports the 'pecking order' of the various offices. Such formality, which is integrated with distribution of authority within the system, serves to minimize friction by largely restricting (official) contact to modes which are previously defined by the rules of the organization. Ready calculability of others' behaviour and a stable set of mutual expectations is thus built up. Moreover, formality facilitates the interaction of the occupants of offices despite their (possibly hostile) private attitudes toward one another. In this way, the subordinate is protected from the arbitrary action of his superior, since the actions of both are constrained by a mutually recognized set of rules. Specific procedural devices foster objectivity and restrain the quick passage of impulses into actions.<sup>4</sup>

This long quotation ably describes many of the structural features of the organization this paper is to consider. Before taking this point further, I should like to develop a theme which is more central to my main argument.

The exercise of authority in industrial settings concerns the relations between supervisors and subordinates in their roles as "the orderer and the ordered". The various other roles played by individuals outside the work situation are not usually regarded as having relevance to the exercise of authority within it; a man is expected to obey orders from his superior irrespective of the kind of attachments he has beyond the working place. Putting it

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<sup>4</sup>Robert K. Merton, "Bureaucratic Structure and Personality", Social Forces, 18 (1940), p. 560.

another way, a man's definition of himself as something more than a worker is not expected to impede the flow of authority and consent, so long as this is confined to the requirements of the job and does not encroach on matters regarded as being the individual's personal concern. Thus a foreman may order a man to perform a certain task in connection with the terms of his employment, but not tell him how to cast a vote or which religion to follow; conversely, a worker's political and religious beliefs are not generally regarded as grounds for disobeying routine work instructions.<sup>5</sup>

What I would like now to suggest is that there is an apparent dilemma inherent in authority relationships. More specifically, who is to draw the line between personal and organizational interests in the operation of the enterprise? I propose that it is the influence of loyalty which will aid in solving the application of the procedural rules and thus somewhat decrease the effects of this ambiguity. I shall now go on to discuss this apparent dilemma of authority.

The discussion so far has made use of the conventional concept of authority as being delegated down a hierarchical

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<sup>5</sup>Frank Iorweth Parkin, Conflict in the Lumber Industry, Unpublished Master's Thesis, University of British Columbia, April 1962, p. 72.

structure in which office holders become increasingly powerful the nearer the top of the organization they stand. We tend to use images like "pyramid" or "ladder" to conceptualize this notion of the downward flow of authority, and the numerous levels to which it is delegated from "apex" to "base".<sup>6</sup> W. B. Miller suggests this is not a universally accepted way of looking at authority but derives from "...European religious conceptions, many of which utilize the notion that power originates in a supernatural being or group of beings located in the heavens, or some elevated location".<sup>7</sup>

Sometime before Miller, however, C. I. Barnard suggested a view of authority which I shall try to adapt to the argument presented above. Barnard stated that authority does not emanate from "above" but lies with the person to whom an order is given; only if he decides to obey the order can it be said to have authority. That is to say, "...the decision as to whether an order has authority or not lies with the person to whom it is addressed", and does not "reside in persons of authority".<sup>8</sup> If men refuse to accept

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<sup>6</sup>William H. Newman, Administrative Action, New York: Prentice-Hall Inc., 1950, pp. 158-170.

<sup>7</sup>Walter B. Miller, "Two Concepts of Authority", American Anthropologist, 57 (1955), p. 276.

<sup>8</sup>C. I. Barnard, The Functions of the Executive, Cambridge: Harvard University Press, 1948, p. 163.

orders there can be no authority over them. In a sense, this reverses the usual conceptual model that we use by putting the onus and responsibility for action on those who stand at the base of the power pyramid, instead of on those above. This is so because this theory proposes that a manager or superior has no legitimate authority unless and until the individual subordinate confers it upon him.

Whether or not men will agree to accept orders depends, in Barnard's scheme, on the "balance of interests" involved. Unless the irksomeness of obeying an order is more than off-set by the advantages accruing in so doing, then there will be no compliance; authority will have failed because the individuals "...regard the burden involved in accepting necessary orders as changing the balance of advantage against their interest, and they will withdraw or hold the indispensable contributions".<sup>9</sup>

Clearly, however, men in positions of inferiority rarely question the orders they receive in this clinical fashion; most tend to obey routine instructions more or less without question. This, says Barnard, is because most orders fall within the individual's "zone of indifference" -- that is, they do not touch upon matters of concern or much moment

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<sup>9</sup>Ibid., p. 165.

to him, and are "acceptable without conscious questioning of their authority".<sup>10</sup> Barnard goes on to explain the zone of indifference as follows:

If all the orders for actions reasonably practicable be arranged in the order of their acceptability to the person affected, it may be conceived that there are a number which are clearly unacceptable; that is, which certainly will not be obeyed; there is another group somewhat more or less on the neutral line, that is, either barely acceptable or barely unacceptable; and a third group unquestionably acceptable. This last group lies within the 'zone of indifference'. The person affected will accept orders lying within this zone and is relatively indifferent as to what the order is so far as the question of authority is concerned...The zone of indifference will be wider or narrower depending upon the degree to which the inducements to exceed the burdens of sacrifices which determine the individual's adhesion to the organization. It follows that the range of orders that will be accepted will be very limited among those who are barely induced to contribute to the system.<sup>11</sup>

This view of authority shifts out attention away from the problem of the superior's dilemma in securing compliance with his instructions and focuses instead on some of the analytical assumptions concerning the worker's motivation in accepting or rejecting orders. In Barnard's terms, the likelihood that orders will be obeyed is determined by the balance of interests involved, and these in turn are related to the individual's zone of indifference.

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<sup>10</sup>Ibid., p. 167

<sup>11</sup>Ibid., p. 168

### Role of Authority

The authority of superiors in a formal organization is usually legitimated by legal contract rather than by traditional values or by an ideological identification with a charismatic leader.<sup>12</sup> Employees assume the contractual obligation to carry out and follow managerial directives, because, as Commons has stated, what the worker sells "...when he sells his labor is his willingness to use his faculties according to a purpose that has been pointed out to him. He sells his promise to obey commands".<sup>13</sup> This formal authority is extremely limited. In the first place, an employee is free to go to another job if he so desires (and if one is available) and secondly, he is only required to perform his obligations in accordance with the minimum standards. Formal authority may exert compliance with directives and discipline, but it does not encourage employees to exhibit behavioural forms beyond that which they are legally bound to perform.

The narrow scope of authority often induces management to try to broaden its influence over the employees within its command. This may be necessary in order to broaden

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<sup>12</sup>Blau and Scott, op. cit., p. 140.

<sup>13</sup>Ibid., p. 140.

Barnard's 'zone of indifference', or narrow the area separating personal and organizational interests.

This point will be further developed at a later stage of the paper, and I feel it sufficient to state here that it is through the development of loyalty that management and supervision may increase their scope of effective authority.

### The Informal Organization

It is fair to assume that the objective of the company procedure manuals most often is to allow the organization to operate at maximum efficiency. One way of estimating the effectiveness of the organization, therefore, may be the degree to which conduct of the members conforms to the official blueprint of the organization and its procedure manuals.

(Only assuming that the procedures in the manuals are, in fact, the best ones for attaining maximum efficiency.)

Regardless of, and partly because of the attempts to maximize efficiency through the use of organization structures, in every formal organization there tends to arise informal organizations. These informal organizations develop their own practises, values and norms which work in conjunction with, or counter to, the procedure manuals in determining the behaviour of the organization's members.

The application of the official rules to particular cases, or the lack of any official rules in a new situation, often

pose problems of judgement, and the informal practises often aid in providing solutions for these problems. One of the informal behavioural forms arising in an organization which in part will determine the application of the official rules of procedures is that described as "loyalty".

The remainder of this thesis will be devoted to a discussion of loyalty and an examination of the hypotheses concerning loyalty put forward by Blau and Scott in their book Formal Organizations.

I would suggest here that the development of personal loyalty among subordinates is one of the means by which a superior may extend the scope of his influence over subordinates in a bureaucratic organization, or in an authority relationship with a primarily legal basis.



## CHAPTER II

### A REVIEW OF THE LITERATURE

There are examples of loyalty to be found in various writings but they all differ in some respect from one another, and there does not seem to be any standardized instrument to measure the quality or attitude described as loyalty. The use of the term as a component of theoretical analysis will vary depending upon the orientation of the writer. This chapter will discuss some of the concepts of loyalty that have thus far been proposed.

#### What are Loyalties?

As has already been suggested, different writers have used the term in various modes of analysis. Blau and Scott use the term to describe those behavioural patterns of a subordinate choosing to remain under the influence of his present superior.<sup>1</sup> Webster's Dictionary defines the concept of loyalty in terms of fidelity to a superior; faithful and true to whom one is subject; a feeling of sentiment accompanying a sense of allegiance.

In a provocative article by T. W. Fletcher, loyalties are defined as:

...a part of the individual's set of identifications, by which he relates himself to other people and groups sharing the social environment in which he lives. Through loyalties, which are emotional adjustments, the individual sorts out the different 'pulls' he feels - to his immediate family, his parents and traditions, his religion, his community

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<sup>1</sup>Peter M. Blau and W. Richard Scott, Formal Organizations, San Francisco: Chandler Publishing Company, 1962. p. 105.

and his political affiliations among others - and establishes the kinds of priorities among these 'pulls' that enable him to minimize conscious conflicts among competing identifications and to achieve a substantial degree of stability and consistency in his social relationships.<sup>2</sup>

Thus Fletcher views loyalty as a means by which an individual may achieve identities in a complex world. It is the priority an individual confers amongst competing loyalties which helps him to assess any given situation and act upon it.

As can be seen from these few examples, the definitions of loyalty may vary. It has been used to refer to various aspects of the behaviour of an individual in relation to the employing organization, immediate boss, peer group, union, professional organization and the like. The remainder of the chapter presents some of the uses to which various authors have put the term as a means of behavioural analysis.

### Loyalty to the Organization

Blau and Scott discuss implications of these competing loyalties when they discuss conditions leading a person to be loyal to his professional group (cosmopolitans) as opposed to his employer (locals).<sup>3</sup> Leaving aside this question of professional loyalty for the time being, it might be noted that

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<sup>2</sup>T. W. Fletcher, "The Nature of Administrative Loyalty", Public Administrative Review, Vol. 18 (1958), pp. 37.

<sup>3</sup>For a fuller discussion of this aspect of loyalty see Blau and Scott, Formal Organizations, Chapter 3.

even the allegiance of the employee to his enterprise is not unitary. Kerr has observed that loyalty may be divided into very separate allegiances. "First, there is the loyalty or allegiance to the basic purpose of the enterprise. Second, there is the allegiance to the supervisor."<sup>4</sup> He goes further to explain that "...an employee's position on one of these does not guarantee his position on the other; and, conversely, an employer can deserve allegiance on one of these but not on the other".<sup>5</sup>

Nathaniel Stewart has noted that although employee loyalty to an organization is highly individualized, it is also the outgrowth of the dynamics of a cohesive work group. When speaking of organization - centered loyalty Stewart refers to "...a man's strong personal commitment to give more than adequately of his time, energy, talents, judgment, ideas, and moral courage in the best interests of the company with which he is affiliated".<sup>6</sup> Using this concept of loyalty he states that "Organization - centered loyalty must be harnessed from both sources (the organization and the group). It cannot be

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<sup>4</sup>Willard A. Kerr, "Dual Allegiance and Emotional Acceptance - Rejection in Industry", Personnel Psychology, Vol. 7 (1954) p. 59.

<sup>5</sup>Ibid., Kerr, p. 59.

<sup>6</sup>Nathaniel Stewart, "A Realistic View at Organizational Loyalty", The Management Review, January, 1961. p. 21.

demanded, manufactured, procured, or gimmicked - it has to be earned."<sup>7</sup>

Further, Stewart states that most management groups are looking for blind loyalty, with unquestioning obedience and fidelity, with never a voice raised in protest or disagreement. This kind of blind loyalty should not be expected or even encouraged. Even at best if this kind of commitment is attained the employee reaction is shallow, transient and lacking in conviction.

He goes on to say that "blind loyalty" may be a hindrance for behavioural analysis. Often management tends to judge employees reactions to certain situations in terms of loyalty, even though the situation at hand has nothing to do with it. For instance, if a man feels that he has been unfairly treated and raises what he considers to be a legitimate grievance, or if he is less than enthusiastic in accepting a situation that seems unreasonable to him - in such instances the man is not being disloyal to the organization. This man is certain to be a "...more valuable member of the organization than the ambitious individual who will go along with almost any change or decision because it seems expedient to do so at the time".<sup>8</sup>

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<sup>7</sup>Ibid., Stewart, p. 23.

<sup>8</sup>Ibid., Stewart, p. 23.

### Loyalty and the Superior

As stated above, Stewart does not seem to think that loyalty implies going along with a decision simply because it seems expedient at the time. However, in an interview with potential management men, Dill et. al. interviewed one respondent who felt that it would be dangerous for one to go out and look for a job on his own because he was dissatisfied with his present superior. He reasoned that with the emphasis some people put on recommendations from past employers, a bad recommendation would ruin a persons potential chance for an employment opportunity.<sup>9</sup>

Thus, it seems that loyalty to one's superior may be forced upon an individual because he does not want to jeopardize his chances for openings which may seem to be desirable to him.

Dalton uses the term "loyalty" in terms of a candidate seeking a higher office seeing the job as does the present incumbent. He sees higher officers, in seeking a loyal candidate, "...look for attitudes like his own as assuring a basis for understanding and cooperation".<sup>10</sup> This is so because a manager realizes the difficulty of getting at the disposition and probable behaviour of untried people, no

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<sup>9</sup>William R. Dill et. al., The New Managers, Englewood Cliffs, N. J.: Prentice-Hall, Inc., 1962. p. 96.

<sup>10</sup>Melville Dalton, Men Who Manage, New York: John Wiley and Sons, Inc., 1959. p. 188.

matter what credentials and qualifications they may present to him. "Hence at varying levels of conscious purpose, the appointing chief gropes for more valid marks of loyalty."<sup>11</sup>

However, Dalton does not necessarily believe this concept to be at all times beneficial. Quoting Frederick H. Wilkie, Dalton writes:

The 'powerful executive' surrounds himself with 'a corps of hardened yes - men ...who pick up ideas from their superior, amplify them, and parrot them impressively...'. In industry an 'unconscious conspiracy' develops 'a strong, secret, and tacit organization which maintains itself by accepting only those with similar ideas, or those friends, relatives, and class - conscious equals who can be counted on to support the hierarchy'.<sup>12</sup>

Blau and Scott view loyalty as a means by which a superior may increase his sphere of effective authority. However, Dalton sees managers seeking loyalty so as to lessen "individual dynamics" encouraging criticism of the organization. "To deal with the world, the organization must present an inviting exterior and a promise of superior execution. Swamped in doubts, the leader must have assurance of internal loyalty when he acts."<sup>13</sup>

#### Loyalty and the Group

Seashore, in providing evidence of the power of the goals of cohesive groups, defined his measurement of group loyalty

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<sup>11</sup>Ibid., Dalton, p. 189.

<sup>12</sup>Ibid., Dalton, p. 189.

<sup>13</sup>Ibid., Dalton, p. 188.

as group cohesiveness, and used questions dealing with the following dimensions to measure this quality: whether workers feel a part of the group, stick together, help each other and get along together.<sup>14</sup> These dimensions are essentially the same as those referred to by Likert as "peer-group loyalty".<sup>15</sup> In general, most studies (Goodacre, 1953) (Seashore, 1954) seem to indicate that the concept of peer group loyalty may be utilized in developing a theoretical scheme in analyzing productivity.

Seashore found that "...the greater the peer-group loyalty, the greater the influence which the goals of the group have on the performance of members of the group. Thus, in groups with high peer-group loyalty, the variations in productivity from worker to worker are less than in work groups with low peer-group loyalty".<sup>16</sup> Likert goes on to explain that increased peer-group loyalty is evidently associated with greater pressures to produce at a level which the group feels is appropriate.

Goodacre, in his study of combat units, reported that those "...squads making high scores on the criterion problem reported a significantly greater number of men in their squads

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<sup>14</sup>Stanley E. Seashore, Group Cohesiveness in the Industrial World, Ann Arbor, Mich.: Institute for Social Research, 1954.

<sup>15</sup>Rensis Likert, New Patterns of Management, Toronto: McGraw-Hill Book Company, Inc., 1961. p. 31.

<sup>16</sup>Ibid., Likert, p. 31.

'buddying around' together on the post after duty hours and taking the initiative to give orders to other men during the problem without the authority to do so. The men in the high scoring squads also reported fewer disagreements with how their squadron leader ran the problem; more satisfaction with the present positions held by the men in their squads; more pride in their squad; and the feeling that their squad is one in which more men would like to be". <sup>17</sup>

Likert, in his book New Patterns of Management, has attempted to relate the concept of peer-group loyalty to organizational performance.<sup>18</sup> He presents data showing the relation of peer-group loyalty to the following dimensions: (1) group productivity, (2) variance on actual production, (3) attitude toward supervisor, (4) feeling of tension at work, (5) productivity, and (6) absence from work. Thus may be seen the wide range of topics to which peer-group loyalty may be related in attempting to analyze various behavioural forms within an organization.

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<sup>17</sup>D. M. Goodacre, "Group Characteristics of Good and Poor Performing Combat Units", Sociometry Vol. 16, (1953) pp. 179.

<sup>18</sup>For a fuller discussion of this aspect of loyalty see Rensis Likert, New Patterns of Management, pp. 29 - 42.



### Dual Loyalty

Yet another concept of loyalty utilized in behavioural analysis is that described as "dual loyalty".

As a consequence of our highly industrialized and complex communities, many people tend to become involved with many different groups or groupings. As a result, one of the characteristics of our complex society is the conflict which may arise when the goals of the groups to which we belong are opposed to each other.

Nowhere is this more sharply illustrated than in the case of the worker in the industrial field. He is a member of a company, and seeks through such membership to fulfill many of his primary needs ... He also often belongs to a union. By such affiliation he hopes to improve his economic status and in addition seeks to satisfy security, status, belongingness, integrity needs and many others. This dual membership is then a prime example of one of the phenomena of our complex culture...<sup>19</sup>

However, it is possible for there to arise the phenomenon of dual loyalty amongst employees. As relations between union and management evolve, Whyte notes three interrelated developments:

- (1) The issues between them become more complex.
- (2) Union officers become increasingly occupied with inter-group relations within the local.

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<sup>19</sup>Walter Gruen, "A Theoretical Examination of the Concept of Dual Allegiance", Personnel Psychology, Vol. 7 (1954) p. 72.

(3) A legal framework arises to regulate the relations between the parties. This consists of both the written law of contract clauses and the common law of past practices and understandings as to how things should be done.<sup>20</sup>

In his study of a meat packing plant, Purcell found that the rank and file workers want both their company and union to coexist.<sup>21</sup> Lois Dean came to much the same conclusion where in a study of three organizations of varying union-management relations, she found that workers may have positive attitudes toward both employer and union regardless of the degree of conflict in the union management relationship.<sup>22</sup>

Purcell utilized this concept of loyalty to suggest that if leaders would recognize the emergence of dual loyalty, at least one source of industrial conflict would be diminished.<sup>23</sup>

Whyte goes further and utilizes his concept of loyalty to suggest that it is conceivable for the two loyalties to function independently of each other. That is, it is entirely possible for an employee to increase his feeling of loyalty toward

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<sup>20</sup>William Foote Whyte, Men At Work, Homewood, Illinois: The Dorsey Press, Inc. and Richard D. Irwin, Inc., 1961. p. 299.

<sup>21</sup>Theodore V. Purcell, "Dual Allegiance to Company and Union-Packinghouse Workers, A Swift-U.P.W.A. Study in a Crisis Situation, 1949-1952", Personnel Psychology, Vol. 7 (1954) p. 57.

<sup>22</sup>Lois R. Dean, "Union Activity and Dual Loyalty", Industrial and Labor Relations Review, Vol. 7 (1954) pp. 526-536.

<sup>23</sup>Purcell, op. cit., p. 57.

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the union without necessarily affecting the loyalty he feels toward management. Whyte even hypothesizes that this dual loyalty even exists amongst managers.

(Management) men tend to accept the union organization as part of the whole institutional system and recognize an obligation to union leaders in their positions as leaders, in much the same way that they feel obligation toward fellow members of management.<sup>24</sup>

### Conclusion

In this chapter I have attempted to give some aspects by which various writers attempt to utilize loyalty in their analytical schemes. As has been shown, this term has been employed in various connotations, depending upon the orientation of the writer. It seems that until a definition of the term is put forth in an accepted theoretical scheme, the term will continue to be used in its everyday, vernacular sense.

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<sup>24</sup>Whyte, op. cit., p. 298.

## CHAPTER III

### THEORETICAL ORIENTATION: CONCEPTS AND HYPOTHESES

This chapter outlines the main concepts used in this investigation and develops the hypotheses which form the basis for the study design.

#### Hypothesized Relationships Between Loyalty and Various Aspects of Organizational Behaviour

1. Loyalty and authority. The rationale for the hypothesized relationship between loyalty to a supervisor and the establishment of effective informal authority over subordinates stems from several sources.

Blau and Scott claim that a supervisor will attempt to develop loyalty among his subordinates. They feel he will do this because he finds it necessary to extend the scope of his influence over his subordinates beyond the narrow limits of his formal authority.

The need to extend the scope of formal authority is often required because a supervisor may find it difficult to effectively discharge his responsibilities unless he is able to exert more influence on his subordinates than his formal authority alone permits. Going back to Chapter I and recalling Barnard's concept of the "zone of indifference", it seems that in effect what a supervisor must attempt to do is widen a subordinate's "zone of indifference" by furnishing services which obligate him.

This is all based on the belief that ultimately a superior cannot be said to have authority unless a person to whom the order is directed obeys it.

The furnishing of special services by superiors to subordinates serves to obligate them. Once obligated, the subordinates will feel that they should reciprocate by complying with their superior's requests and special demands. In this way a superior will increase his sphere of influence over those in the hierarchy who are deemed to be his subordinates.<sup>1</sup>

Formal status and official powers of the superior aid him in providing special services to his subordinates which make the job easier and the work situation more enjoyable. The supervisor is in a position to have easier access to management and other supervisors and thus can obtain necessary services and information which will aid his subordinates. Further, a supervisor is in the position of creating social obligations by refraining from using all of his powers. For instance, he may be lenient in enforcing a no smoking rule; thus creating a social obligation on the part of subordinates.

Influence does not constitute established authority, as it is only the group who can provide the legitimation of authority. However, it can lead to established authority as

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<sup>1</sup>Peter M. Blau and W. Richard Scott, Formal Organizations, San Francisco: Chandler Publishing Company, 1962. p. 142.

it may become a group norm to share respect for and loyalty to the supervisor. Once established, the group enforces compliance to the supervisor's wishes as all may suffer if some fail to repay their obligations. Loyalty will thus tend to arise as a group norm. "Informal authority, ..., is legitimated by the common values that emerge in a group, particularly by the loyalty the superior commands among group members, and group norms and sanctions enforce compliance."<sup>2</sup>

This then leads us to our first hypothesis:

1(a) superiors who command the loyalty of their subordinates are more likely than others to establish effective informal authority over them and thus to influence them.<sup>3</sup>

Two studies are cited which seem to be relevant in support of this hypothesis. French and Snyder found that the more accepted a leader was by the group, the more he attempted to influence it and the more successful his attempts were.<sup>4</sup>

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<sup>2</sup>Ibid., p. 144. This whole discussion is based on the assumption that a worker is more than merely another cog in a complex organization, and is not entirely manipulated by economic rewards as suggested by Amatai Etzioni in his book Complex Organizations.

<sup>3</sup>Ibid., p. 144.

<sup>4</sup>John R. P. French, Jr., and Richard Snyder, "Leadership and Interpersonal Power", Dorwin Cartwright (ed.), Studies in Social Power, Ann Arbor: Institute for Social Research, University of Michigan, 1959. pp. 118-149.

Further, Lippitt and his colleagues found that in a camp setting, boys to whom others attributed much power made more influence attempts and enjoyed more success in their attempts to influence.<sup>5</sup>

On this basis I offer the following predictions with regard to the kind or basis of a superior's control over loyal subordinates:

1(b) Those supervisors with loyal subordinates will gain compliance with their directives because their subordinates will think of them as "nice guys", that is, because of their behaviour they are liked, accepted and respected.

1(c) Those supervisors with loyal subordinates will not gain compliance with their directives solely because they have the power to penalize or otherwise disadvantage those who do not cooperate with them.

1(d) Those supervisors with loyal subordinates will obtain compliance with their directives because they can give special help and benefits to those who cooperate with them.

1(e) Those superiors with loyal subordinates will not gain compliance with their directives because the subordinates think that he has a legitimate right, considering his position, to expect that his suggestions will be carried out.

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<sup>5</sup>Ronald Lippitt et. al., "The Dynamics of Power", Human Relations, Vol. 5 (1952), pp. 37-64.

2. Loyalty and emotional detachment. There have been several studies conducted testing the significance of differing forms of behaviour as a result of varying the "closeness" of a superior to his subordinates. Closeness here refers to the association that may exist between superiors and subordinates. Fiedler defined his measure of closeness on the basis of an Assumed Similarity score. To derive this score, leaders selected words that characterized the co-workers they most and least preferred. If a leader was able to discriminate between group members, he was deemed to have been closer to his men than one who could not.<sup>6</sup>

Gouldner studied a gypsum plant in which the informal contracts of a manager were "too indulgent". This resulted in him becoming so emotionally involved with his subordinates that he was confined by them.<sup>7</sup> Because of his indulgent methods he was not able to make challenging demands to stimulate their interest and ability to perform well.

Fiedler arrives at much the same conclusion in his finding that those leaders with the most effective work units perceived themselves to be more psychologically distant from their men than those who perceived themselves to be closer to their men.<sup>8</sup>

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<sup>6</sup>Fred E. Fiedler, "A Note on Leadership Theory", Sociometry, Vol. 20 (1957), pp. 87-94.

<sup>7</sup>Alvin W. Gouldner, Patterns of Industrial Bureaucracy, Glencoe, Ill.: Free Press, 1954. pp. 45-56.

<sup>8</sup>Fiedler, Op. cit.



Blau and Scott claim that an indicator of a lack of involvement with subordinates is an ability to maintain emotional detachment - that is, to remain calm and rarely, if ever, lose his temper. They found such detachment to be positively associated with the commanding of loyalty in the social service agency studied.<sup>9</sup> This then leads us to our second hypothesis:

2(a) The greater the ability of a superior to maintain emotional detachment - to remain calm and rarely, if ever, lose his temper - the more likely he is to command the loyalty of his subordinates.

3. Loyalty and independence. It has often been noted that in modern organizations, those who fill offices between the "base" and "apex" of the organizational pyramid are subject to pressure from below as well as above. Besides maintaining independence from subordinates (hypothesis 2), it seems also to be important for a supervisor to maintain independence from one's superior. By maintaining independence from his superior, a supervisor will more easily be able to control the environment of his subordinates. If a superior enjoys independence he will be better able to grant the special requests of his subordinates and thus make them indebted to him.

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<sup>9</sup>Blau and Scott, op. cit., p. 154.

Pelz found that in his investigation of the Detroit Edison Company a supervisor's ability to control the environment of his subordinates was just as important as engaging in good supervisory practises. "...the supervisory behaviour of 'siding with employees' and 'social closeness to employees' will tend to raise employee satisfaction only if the supervisor has enough influence to make these benefits pay off in terms of actual benefits for employees."<sup>10</sup> In their study of the social service agency, Blau and Scott found that "independent" supervisors had more loyal subordinates. Four of five independent supervisors commanded high loyalty in their work group, while only one of seven others commanded the loyalty of their work group.

On the basis of this evidence, I will now formulate a third hypothesis:

3(a) The more independent a supervisor is from his superior, the more likely it is that he will have loyal subordinates.

On this basis, I shall make the following predictions:

3(b) A superior who commands the loyalty of his subordinates will be more willing to change existing procedures without consulting his superior than a superior who does not command loyalty from his subordinates.

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<sup>10</sup>Donald C. Pelz, "Influence: A Key to Effective Leadership in the First-Line Supervisor", Personnel, Vol. 29 (1952), pp. 209-217.

3(c) A superior who is perceived by his subordinates as enjoying hierarchical independence and engaging in "good" supervisory practises will be more likely to win the loyalty of his subordinates than a superior who does not enjoy hierarchical independence and does not engage in "good" supervisory behaviour.

"Good supervisory practises" were investigated by Pelz in 1952. In his study "good supervisory practises" were those which a leader employed to allow employees to "... satisfy their needs, to achieve their goals".<sup>11</sup> According to some authorities this is accomplished best when the supervisor allows employees to have a sense of being their own boss and of exercising control over their work environment. Strauss and Sayles in reviewing the literature on supervision, conclude that "good" behaviour includes such acts as: (1) delegating authority, (2) minimization of detailed orders by superior to subordinate, and (3) having the superior engage in "low pressure" supervisory practises. That is, a supervisor should not "push" his men.<sup>12</sup>

Because of the narrow limits of my thesis I did not measure these behaviours in my questionnaire. Determining the

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<sup>11</sup>Ibid., p. 213.

<sup>12</sup>George Strauss and Leonard R. Sayles, Personnel: The Human Problems of Management, Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1960. p. 125.

existence of "good supervision" would in itself entail a separate research project.

For the purpose of predicting hypothesis 3(c), therefore, I attempted to determine the perception of each respondent regarding the qualities of supervision he receives on the job.

Blau and Scott found that subordinates were favourably disposed to their supervisor only if he engaged in "good supervisory practises" and had enough autonomy from his superior to exercise effective power over the workers' environment. The absence of the latter seemed to neutralize the advantages of the good supervisory practises.<sup>13</sup>

4. Consistency and Loyalty. Another dimension of a supervisor's role is that concerning consistency in role performance and its effects upon subordinates. It has been suggested that consistent "bad" practises are preferable to erratic behaviour. Lack of consistency in supervision and lack of clarity in defining the duties of subordinates seems to have an adverse effect on leadership and on the performance of subordinates.<sup>14</sup>

In their study of the social service organization, Blau and Scott obtained a measure of the consistency of the role performance of each supervisor by ascertaining the degree of

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<sup>13</sup>Blau and Scott, op. cit., p. 155.

<sup>14</sup>Ibid., p. 157.

consensus among subordinates when asked about the seven following different aspects of their superior's behaviour: Procedure orientation, knowledge of procedures, close supervision, social distance from subordinates, excitability, strictness and self-confidence.

As in the case of "good supervision", in order to minimize the complexity of this study, I only attempted to gain a measure of the perception of the respondents with regard to consistency rather than trying to measure the actual degree of consistency.

In their investigation of the social service agency, Blau and Scott found that role consistency was positively associated with worker loyalty to the supervisor.<sup>15</sup> On this basis I shall now present my fourth hypothesis:

4(a) Stability of supervisory practises promotes the loyalty of workers to their superior.

Arthur Cohen performed an experiment in which the leader or power figure gave the workers an ambiguous definition of the tasks to be performed as well as inconsistent directives. Moreover, the power figure also varied the consistency of his suggestions as well as the clarity of the task assigned. Cohen found this behaviour led to less

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<sup>15</sup>Ibid., p. 158. Besides the wish to minimize the complexity of this research, I have not measured all seven of these items in my questionnaire as in order to get the full meaning from them they would have to be related to "supervisor personality", a procedure which I do not feel to be either qualified or competent to perform.

favourable attitudes toward the power figure and, as well, to lower worker productivity.<sup>16</sup>

On the basis of this evidence, I shall make the following prediction:

4(b) A supervisor who is perceived by his subordinates as being consistent in his enforcement of working rules and procedures, strictness and general supervisory behaviour will be more likely to possess the loyalty of his subordinates than one who is not so perceived.

5. Loyalty and social support. In the study of the social service agencies Blau and Scott found that supervisors tended to be somewhat isolated from supportive contacts with their peers.<sup>17</sup> One would thus be mistaken to assume that supportive peer relations develop amongst those at the supervisory level to the same extent that they do among workers. Jaques, in his study, found the top managers of the organization he studied to be somewhat isolated. However, Blau and Scott found this situation of isolation was in existence even at the first line supervisory level. Even though supervisors were promoted from the worker level, and at one time in their

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<sup>16</sup>Arthur R. Cohen, "Situational Structures, Self-Esteem, and Threat-Oriented Reactions to Power", Dorwin Cartwright (ed.), Studies in Social Power, Ann Arbor: Institute for Social Research, University of Michigan, 1959. pp. 35-52.

<sup>17</sup>Blau and Scott, op. cit., p. 161.

work history would have received social support from their present peer supervisors when they were all workers together, they did not seem to find social support from the same people once they were promoted to the supervisory level. Having rejected the hypothesis that supervisors will obtain their social support from other supervisors, Blau and Scott put forth the suggestion that one source of social support that enables some supervisors to maintain detachment and independence was the loyalty of subordinates.<sup>18</sup>

If a superior is able to obtain the social support of his subordinates, in all likelihood there will probably be less need for him to seek the support of his superior by becoming attached to him or by emulating his style of supervision. On the basis of these observations the fifth hypothesis to be investigated is the following:

5(a) Strong ties of loyalty to one's superior may reduce the need of a supervisor to win the respect of his subordinates.

This is supported in part by the results of the studies of Blau and Scott in which they found that one of the supervisors whose subordinates expressed high loyalty to them felt loyal to their own superior, while five of the six superiors who did not command high loyalty from their subordinates expressed loyalty to their section chief.<sup>19</sup>

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<sup>18</sup>Ibid., p. 162.

<sup>19</sup>Ibid., p. 162.

On this basis and from these research findings I shall make the following predictions:

5(b) A superior who commands a higher degree of the loyalty of his subordinates will feel it less important to win the respect and allegiance of his superiors than one who commands a lesser degree of the loyalty of his subordinates.

5(c) A superior who commands a higher degree of the loyalty of his subordinates will be less likely to seek the approval of his superior by becoming attached to him and emulating his style of supervision.

6. Loyalty of subordinates and loyalty to the superior.

If the loyalty of subordinates is a source of social support, it will lessen the need for a supervisor to seek the social support of his superior. Alternately, if a supervisor expresses strong ties of loyalty to his superior, it will lessen his need to seek the respect and allegiance of his subordinates. If this prediction is true, then I can present a sixth hypothesis:

6(a) Loyalty to superiors in a hierarchical organization tends to be pronounced on alternate levels.

It has been suggested by Blau and Scott that if the loyalty of ones subordinates is not won by a superior, then it will be very important for him to win the loyalty of his superiors. Similarly, if those in the positions of supervision do not command the loyalty of their superiors, it will be important for



the supervisor to obtain social support by winning the loyalty of their subordinates.<sup>20</sup>

This conclusion is one which somewhat resembles that of Caudill in an observation put forth by him in his study of the personnel in a hospital. In this study Caudill compares the anthropological observation of a pattern of mutual indulgence and affection between alternate generations (grandparents and grandchildren) to the alternate positions of those in the hospital hierarchy. In the case of grandchildren and grandparents, neither generation usually has direct responsibility for the other, and the two groups are united in having experienced frustration with the intermediate generation.<sup>21</sup>

It may be possible, even though it is very speculative, to explain in the same terms the hypothesis that alternate levels of the hierarchy of bureaucratic organization will be more similar in orientation than adjacent ones.

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<sup>20</sup>Ibid., p. 162.

<sup>21</sup>William Caudill, The Psychiatric Hospital as a Small Society, Cambridge, Mass: Harvard University Press, 1958. pp. 155-157.

## CHAPTER IV

### DESIGN OF THE INVESTIGATION

This chapter contains a description of the sample population and setting in which the data were gathered, the questionnaire and data gathering methods, the research population, the derivation of measures of major variables, the design of analysis, and some comments on statistical procedure.

#### The Sample Population

The sample population was drawn from one division of a publicly owned electrical utility. Its main offices are located in a metropolitan area exerting major economic influence upon the political unit. The people of the area engage in many diversified pursuits of livelihood and come from varying ethnic backgrounds.

The operations of the organization are spread throughout a large area, although its main advisory functions and centers of authority are located within one principal area. It offers one main service, although there are a variety of others. The work force is composed of employees from many different fields of knowledge and training.

The employees number about 6,200, and about 360 or 6% are directly involved in the research sample.

The company's operations are organized according to type of function performed, with 10 main divisions. The hierarchy of administration and supervision is of a pattern common in

Canadian and American industrial organizations. For instance, in the sample chosen there is one Division Manager, one Special Assistant, twelve Department Managers, ten Supervisors and seven Foremen. This information was readily obtained upon investigation of the company's organization chart. (See Figures 1 and 2.) There are a number of divisions in which the rank and file report directly to a supervisor rather than to a foreman.

Generally, each section is organized around some specialized function (e.g. information services, publications,) and includes employees with a variety of tasks (e.g. clerical, technical). Some operations are performed on a shift basis by different crews. Section size may vary from two to forty employees.

A substantial number of the operations are specialized, and therefore the mobility within the organization is limited. A transfer for most of the rank and file usually takes the form of doing the same work under a different supervisor. However, this transfer may take place either within the department or within the divisions.

The functions of the division sample may be observed in Figures 1 and 2.

The sample employees are predominantly male and vary in age. Most have been with the company a considerable length of time (5 - 15 years).

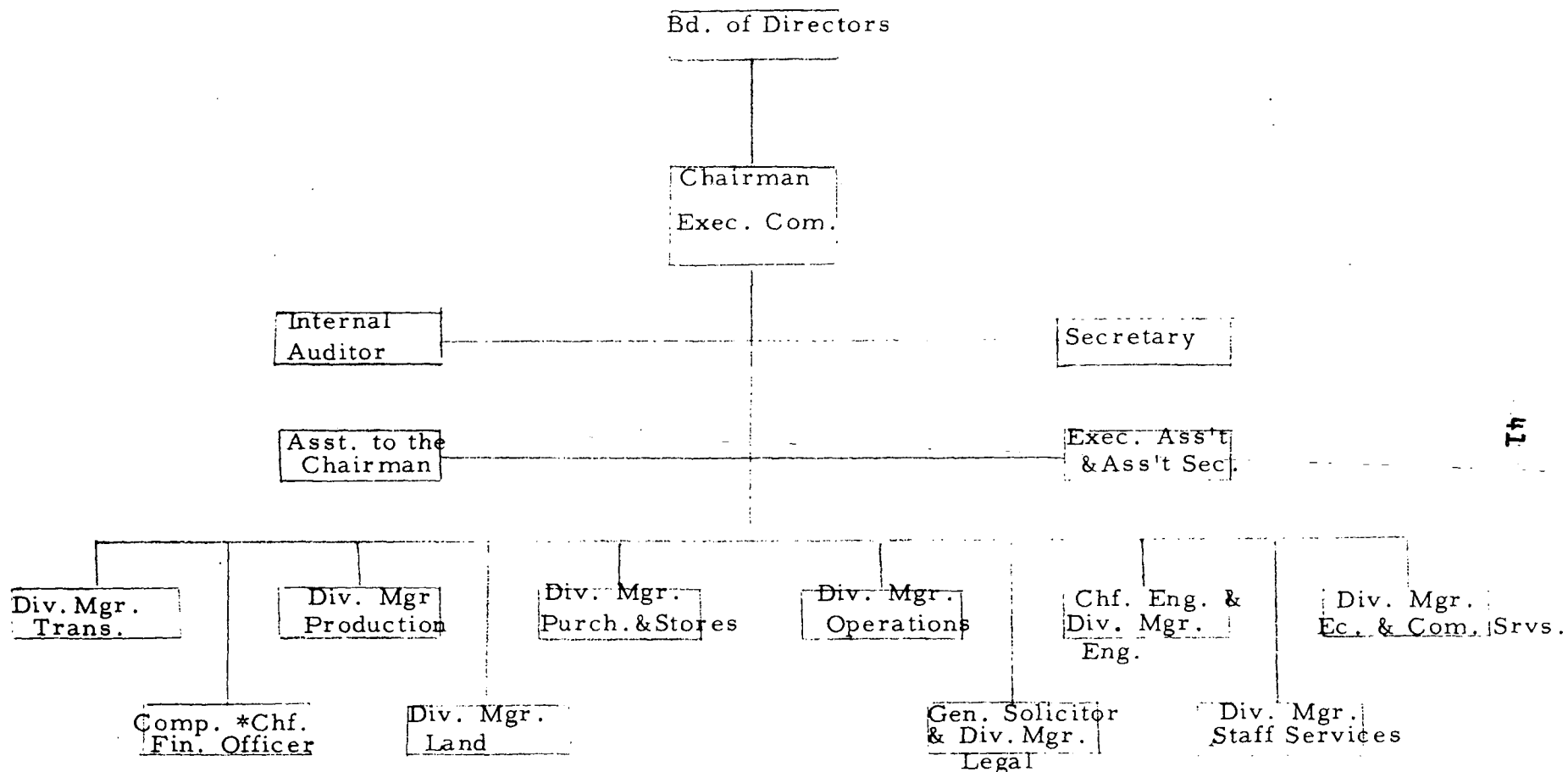


FIGURE 1  
ORGANIZATION CHART OF THE  
SAMPLE ORGANIZATION  
STUDIED

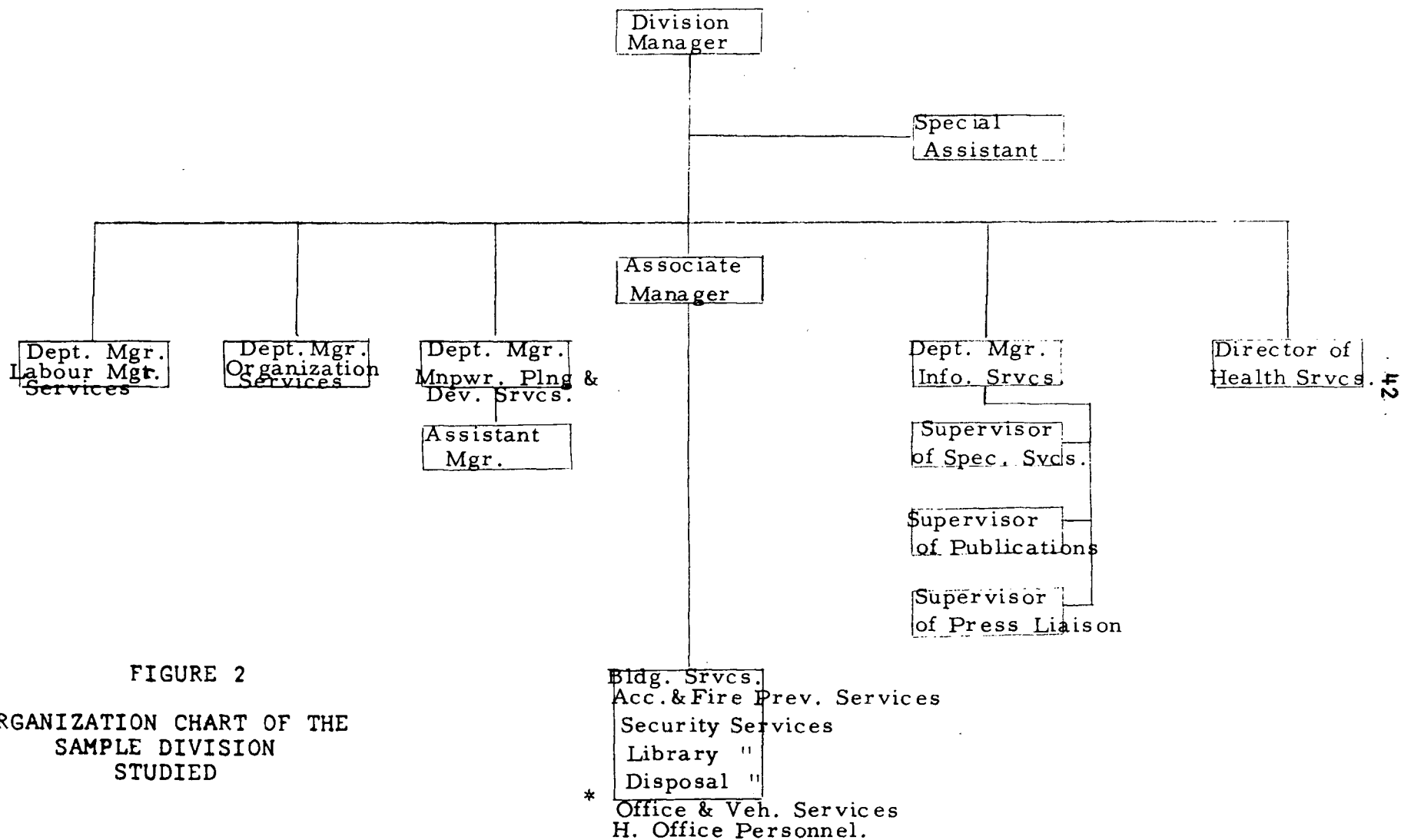


FIGURE 2  
ORGANIZATION CHART OF THE  
SAMPLE DIVISION  
STUDIED

\* Separately Illustrated

# Associate Division Manager

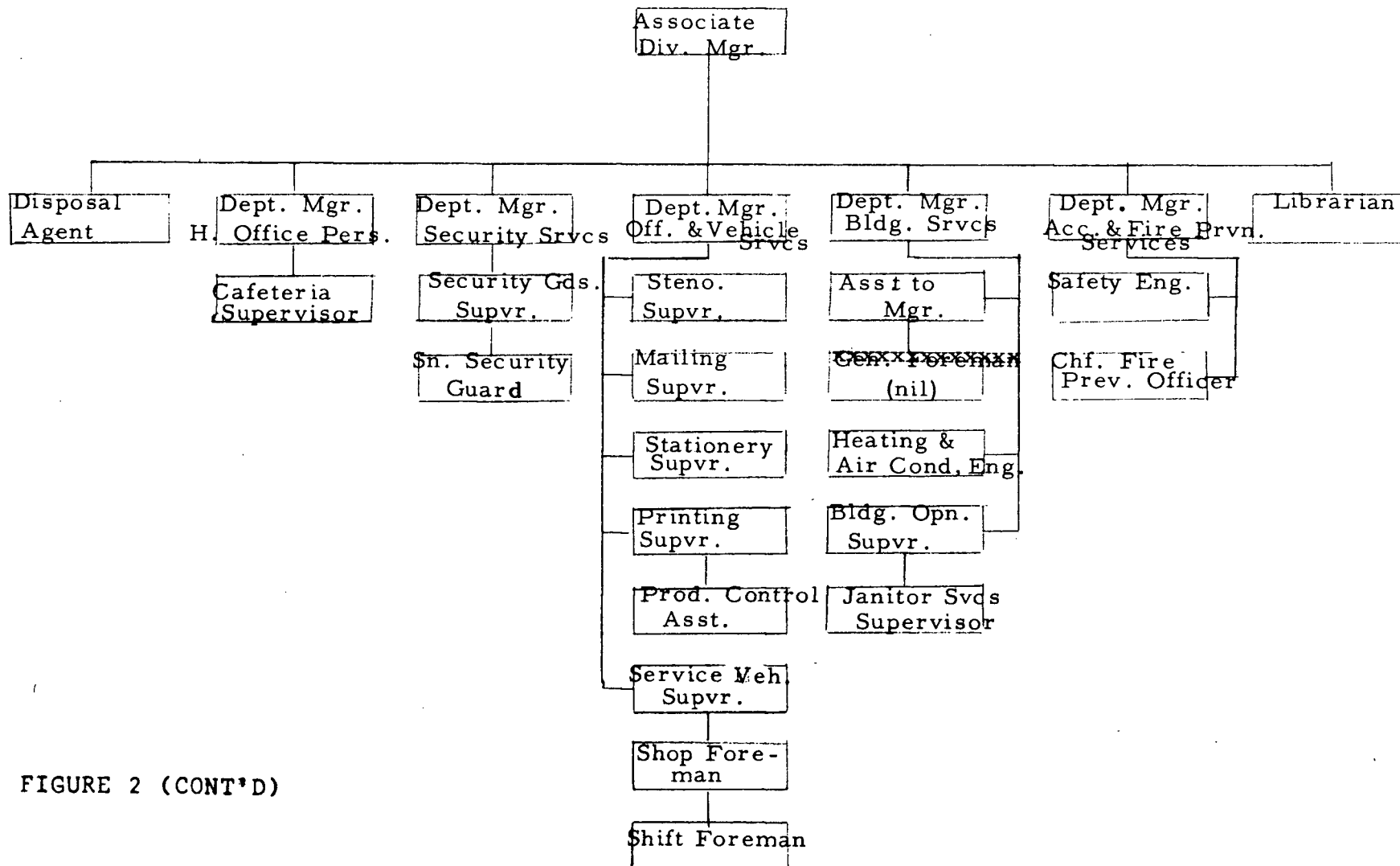


FIGURE 2 (CONT'D)

The company studied is very progressive in its personnel policies with excellent employee provisions (insurance, cafeteria facilities, etc.).

#### The Questionnaire and Data Gathering Methods

During the latter months of 1963, one division of the company was studied with the objective of investigating various aspects of loyalty among all employees engaged in this particular division. The method of investigation consisted of a questionnaire sent to all of the division employees.

The preparation of the questionnaire followed generally accepted procedures, including interviews with the management and union officials concerned and the pretesting of the questionnaire. The questions were grouped according to nine major areas of interest.

- (1) Expressed loyalty to supervisor (Blau and Scott definition)
- (2) Loyalty (defined as satisfaction or liking for a superior)
- (3) Loyalty (defined as unquestioning faith and trust in a superior.
- (4) Loyalty (measured directly - i.e. "how loyal do you feel?")
- (5) Perceived informal authority of superior.
- (6) Perceived emotional detachment of immediate supervisor.
- (7) Perceived hierarchical independence.
- (8) Perceived stability of supervisory practises.
- (9) The attitude of a supervisor to ward his superior.

The questionnaires were sent to the home of each of the employees in the chosen sample. They were distributed by university personnel on university stationery, and precautions were taken to insure the respondents that all questionnaires would be confidential and not made available to anyone other than the researchers. Previous to the distribution of the questionnaire a letter was sent out by the management of the company advising that the university was to undertake such a questionnaire study. The letter gave a general description of the study, and advised the employees that it had the sanction of both management and union officials. The completed questionnaires were returned to the university by means of an enclosed addressed and stamped envelope.

The data on the occurrence of loyalty according to the level in the hierarchy are of particular importance to the present investigation. The respondents had to be identified without their knowledge as it was realized the area of investigation was a most sensitive one. The method utilized was to hide the identification in the signature of the researcher.

A list of all the employees and their addresses was obtained from the company. The method of codification was to place a set of initials beside the name of each respondent on the list. On the questionnaire going out to each



respondent was placed the same set of initials preceding the researcher's name. At the end of each questionnaire was written "Thank you" followed by the hidden codifying signature (e.g. C.D. Corenblum, E.L. Corenblum). When the questionnaire was returned, the initials were traced back to the list, and the employee was then coded according to the department and level in which he was employed.

#### The Research Population

Each employee in the division is formally assigned to a work section. There are six such sections. In most cases the members of each section are in close proximity to one another, share a common supervisor, and have been associated in such sections for at least three months. However, there are some exceptions. Some sections, such as the secretarial pool and janitorial staff, are scattered throughout various offices and locations. Some sections are composed of only two people, or just a few.

A research sample was selected from the total division on the following basis:

- (1) Sections of less than 5 members were discarded.
- (2) Groups and individuals which could not be readily identified with respect to hierarchical level were not included in the research population.
- (3) Groups with high non-response rates were eliminated. These excluded the stationery and service vehicles sections.

- (4) Groups having more than one supervisor were discarded as this would complicate the analysis of loyalty pertaining to only one supervisor.

There remained after this process six departments having a total of 152 members.

#### Representativeness of the Research Population

It was not possible to undertake a random sample procedure in selecting the organization, the groups, or the individual respondents in the study. The writer feels that the organization selected is representative of most large business establishments with regard to its internal organization. There is nothing unique or mysterious about its organization charts; they closely resemble those set out in most books on administrative organization.

The choice of the particular division within the organization was made primarily on the basis that it willingly gave permission to do the study. (It was found that the sensitive nature of the area of investigation rendered many managements unwilling to permit this investigation to be undertaken in their organizations.) Had more than one, or any other division been decided on to investigate, much more time would have been needed to obtain the necessary consent to begin the study. There is little to suggest that any important bias has been introduced in this connection, although it is possible that some bias may have been introduced.

Fleishman, Harris, and Burt, for example, have suggested that "non-production" divisions tend to contain fewer "close supervisors" than "production divisions". They found that there was a "...fairly marked tendency for the foremen in the most demanding divisions to operate with the least consideration (for their subordinates)".<sup>1</sup> They explain that those in service divisions are not subject as much to the pressure of deadlines as those "production divisions". However, because the hypothesis Blau and Scott put forth did not contain any conditions, I did not feel that this research finding of Fleishman et. al. would in any way suggest bias in the sample chosen. It might however limit the generalizability of other findings reported herein.

#### The Major Variable - Loyalty

The entire plan of the investigation rests upon the proposition that there are measurable differences among individuals within and between various hierarchical levels with respect to the degree of expressed loyalty toward their superiors.

The identity of this variable in systematic theory is relatively clear, as described in Chapter I, and the operational definitions chosen for this investigation conforms substantially

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<sup>1</sup>Edwin A. Fleishman, Edwin F. Harris, and Harold E. Burt, "Leadership and Supervision in Industry", People and Productivity, Robert A. Sutermeister (ed.), Toronto: McGraw-Hill Book Company, Inc., 1963. p. 420.

to the theoretical conception. Four distinguishable but not inconsistent meanings of the concept of loyalty were identified and measured.

- (1) The Blau and Scott definition, i.e. loyalty as the wish to remain under the influence of ones present superior.
- (2) Loyalty as satisfaction with of liking for a superior.
- (3) Loyalty as unquestioning faith and trust in a superior.
- (4) The explicitly expressed feeling of loyalty in response to a direct question.

The index of loyalty to a superior was based upon responses to the following direct questions:

To measure the Blau and Scott definition of loyalty the following questions were asked:<sup>2</sup>

Q. 1. If you had a chance to do the same kind of work for the same pay in another work group under the direction of another supervisor, how would you feel about moving? CHECK ONE

- ☐ 1) I would very much prefer to move
- ☐ 2) I would slightly prefer to move
- ☐ 3) It would make no difference to me
- ☐ 4) I would slightly prefer to stay where I am
- ☐ 5) I would very much prefer to stay where I am

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<sup>2</sup>The majority of these questions were drawn from the questionnaire of Stanley E. Seashore in his study of Northwestern Mutual Life Insurance Company under the auspices of Survey Research Center, The University of Michigan, Ann Arbor, Michigan.

Q. 2. If your boss was transferred and only you and you alone in your work group were given a chance to move with him (doing the same work at the same pay), would you feel like making the move? CHECK ONE

- ☐ 1) I would feel very much like making the move
- ☐ 2) I would feel a little like making the move
- ☐ 3) I wouldn't care one way or the other
- ☐ 4) I would feel a little like not moving with him
- ☐ 5) I would feel very much like not moving with him

To measure loyalty as satisfaction with or liking for a superior, the following questions were asked:

Q. 3. Is your boss the kind of man you really like working for?

CHECK ONE

- ☐ 1) Yes, he really is that kind of man
- ☐ 2) Yes, he is in many ways
- ☐ 3) He is in some ways and not in others
- ☐ 4) No, he is not in many ways
- ☐ 5) No, he really isn't

Q. 4. All in all, how satisfied are you with your boss?

CHECK ONE

- ☐ 1) Very dissatisfied with my superior
- ☐ 2) A little dissatisfied
- ☐ 3) Fairly satisfied
- ☐ 4) Quite satisfied
- ☐ 5) Very satisfied with my superior

To measure loyalty as unquestioning faith and trust in the respondent's superior, the following questions were inserted.

Q. 5. Generally speaking, how much confidence and trust do you have in your boss? CHECK ONE

- ☐ 1) Almost none
- ☐ 2) Not much
- ☐ 3) Some
- ☐ 4) Quite a lot
- ☐ 5) Complete

Q. 6. Superiors at times must make decisions which seem to be against the current interests of their subordinates. When this happens to you as a subordinate, how much trust do you have that your boss' decision is in your interests in the long run? CHECK ONE

- ☐ 1) Complete trust
- ☐ 2) A considerable amount of trust
- ☐ 3) Some trust
- ☐ 4) Only a little trust
- ☐ 5) No trust at all

Q. 7. About how often is your boss responsible for the mistakes in your work unit? CHECK ONE

- ☐ 1) Very often
- ☐ 2) Quite often

- \_\_\_\_\_ 3) Occasionally
- \_\_\_\_\_ 4) Very rarely
- \_\_\_\_\_ 5) Never

To measure the direct explicit expression of loyalty to a superior, the following question was asked:

Q. 22. How much loyalty do you feel toward your boss?

CHECK ONE

- \_\_\_\_\_ 1) Almost none at all
- \_\_\_\_\_ 2) A little
- \_\_\_\_\_ 3) Some
- \_\_\_\_\_ 4) Quite a bit
- \_\_\_\_\_ 5) A very great deal

Table I shows the degree of intercorrelation among responses to these questions.

These correlations are judged to be sufficiently high to justify the conclusion that there is a common element in response to the eight questions.

An interesting observation is the apparent independence of question two from all the other questions. This question pertained to the Blau and Scott definition of loyalty regarding the willingness of a subordinate to move with his superior. As can be seen, this question achieved a relatively low intercorrelation coefficient.

TABLE I  
INTERCORRELATIONS AMONG MEAN SCALE VALUES ON  
SCALES COMPRISING THE INDEX OF LOYALTY

(N = 152)

	Q.1	Q.2	Q.3	Q.4	Q.5	Q.6	Q.7	Q.22
Q. 1. Working in another group	-	.485	.654	.654	.636	.525	.425	.501
Q. 2. Moving with the present boss	.485	-	.494	.553	.473	.372	.286	.395
Q. 3. Like working for boss	.654	.494	-	.817	.718	.637	.571	.636
Q. 4. Satisfaction with boss	.654	.553	.817	-	.734	.681	.512	.636
Q. 5. Confidence and trust in boss	.636	.473	.718	.734	-	.778	.610	.640
Q. 6. Trust in boss' decision	.525	.372	.637	.681	.778	-	.545	.512
Q. 7. Mistakes of boss	.425	.286	.571	.512	.610	.545	-	.401
Q. 22. Loyalty toward boss	.501	.395	.636	.636	.640	.512	.401	-



Although comments to the questionnaire were not solicited from the respondents, there were a large number of respondents who explained their answer to this question. It may be added here that comments submitted with the questionnaire pertained to only two subjects; the questionnaire as a whole and the second question.

The comments pertaining to the second question usually dealt with the other aspects one considers when contemplating a transfer other than just a liking for a superior. The respondents seem to also consider their present work group, the desk they now occupy and their general standing in their informal group when deciding whether or not they should make a move. Perhaps this criticism of the Blau and Scott definition could best be illustrated by quoting the comment of one of the respondents: "Although I respect my immediate superior - I would prefer to stay where I am supervising the very able crew I now supervise".<sup>3</sup>

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<sup>3</sup>From correspondence with Peter M. Blau the writer was informed that Blau and Scott used two definitions of loyalty, both based on the same interviewing question. They asked all case workers interviewed in which supervisory unit they would want to work if they could work in any unit of their choice. If an individual named, in answer to the question, his own supervisor, they considered him loyal to his supervisor; if he did not, they did not consider him loyal. In addition, they computed for each supervisor whether the majority of all his subordinates named him in answer to this question or not, and if they did, Blau and Scott considered that he commanded the loyalty of his subordinates.

Nevertheless, in order to obtain the maximum meaning from these measures, they will be analyzed in four groups: The Blau and Scott definition, loyalty as satisfaction with or liking for a superior, loyalty as unquestioning faith and trust in a superior, and the existence of loyalty as an attitude.

Serial values were assigned to the response categories for each question, with the value "5" assigned to the most favourable category. Group means were then calculated, giving the distribution of indexes as is shown in the tables to follow. In cases of non-response to a question which attempted to measure loyalty, the individual was assigned the response he most frequently gave to the other questions measuring loyalty. There were two respondents who did not answer all of the questions.

## CHAPTER V

### LOYALTY ON ALTERNATE LEVELS

Let us now investigate the hypothesis concerning the occurrence of loyalty. This chapter will investigate the Blau and Scott hypothesis that "...loyalty to superiors in a hierarchical organization would be pronounced on alternate levels".<sup>1</sup> Table II gives the dispersion of the Blau and Scott loyalty scores according to the respondent's position in the hierarchy.

TABLE II

DISTRIBUTION OF LOYALTY SCORES ON THE BASIS  
OF THE BLAU AND SCOTT DEFINITION

Level	No. of Respondents	Average Score
1	1	2.5
2	7	4.5
3	24	3.3
4	32	3.0
5	42	3.6
6	38	3.5
7	8	3.7

<sup>1</sup>Peter M. Blau and W. Richard Scott, Formal Organizations, San Francisco: Chandler Publishing Company, 1962. p. 162.

For ease of computation, in applying the statistical test (Student's  $t$ ) the mean of scores on the odd levels (1, 3, 5, and 7) were compared to the mean of scores on the even levels (2, 4, and 6). The formula applied for analysis took the following form:

$$t = \frac{\bar{A} - \bar{B}}{\sqrt{\frac{\sum(B - \bar{B})^2 + \sum(A - \bar{A})^2}{n_A + n_B - 2}} \left( \frac{1}{n_A} + \frac{1}{n_B} \right)^{1/2}}$$

Where 1) The barred symbols, for example,  $\bar{B}$ , stand for means.

2)  $B$  and  $A$  are the average level scores.

3)  $n_A$  and  $n_B$  are the number of levels under consideration.

On the basis of the data presented in Table II,  $t = .16$ . Referring the calculated value of  $t$  to tables of Student's  $t$ , we find that we are not able to reject the null hypothesis.

The following three tables will give the dispersion of the alternate loyalty definitions. Again applying these data to the above formula, no calculated  $t$  is large enough to allow us to reject the null hypothesis.

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<sup>2</sup>Sidney Siegel, Nonparametric Statistics for the Behavioral Sciences, Toronto: McGraw-Hill Book Company, Inc., 1956. p. 155.

TABLE III

DISTRIBUTION OF LOYALTY SCORES ON THE BASIS  
OF SATISFACTION WITH OR LIKING FOR  
A SUPERIOR

Level	No. of Respondents	Total Score	Average Score
1	1	2.5	2.5
2	7	28.5	4.1
3	24	96.0	4.0
4	32	104.0	3.3
5	42	149.5	3.6
6	38	148.0	3.8
7	8	28.0	3.5

df = 5; t = 0; p = n. s.

TABLE IV

DISTRIBUTION OF LOYALTY SCORES ON THE BASIS  
OF UNQUESTIONING FAITH AND TRUST  
IN A SUPERIOR

Level	No. of Respondents	Total Score	Average Score
1	1	3.5	3.5
2	7	19.0	3.9
3	24	91.0	3.8
4	32	117.5	3.7
5	42	157.0	3.8
6	38	131.0	3.5
7	8	28.0	3.5

df = 5; t = 1.071; p = n. s.

TABLE V  
DISTRIBUTION OF LOYALTY SCORES ON THE BASIS  
OF DIRECT EXPLICIT EXPRESSION OF  
LOYALTY

Level	No. of Respondents	Total Score	Average Score
1	1	4.0	4.0
2	7	33.0	4.7
3	24	102.0	4.3
4	32	132.0	4.2
5	42	172.0	3.9
6	38	165.0	4.4
7	8	29.0	3.6

df = 5; t = .2; p = n. s.

We are not able on any measure to accept the hypothesis.

### Conclusion

It was the aim of this section of the chapter to investigate the hypothesis that loyalty to a superior will be pronounced on alternate levels. Therefore, in applying statistical tests the null hypothesis is that there will be no difference in the loyalty shown to a superior on alternate hierarchical levels. Applying the Student's t statistical test I was not able to reject the null hypothesis for any of

the definitions. Significance of differences could not be established. Therefore, on the basis of my data I cannot accept the hypothesis that loyalty to a superior will be pronounced on alternate levels.

Although the significance of differences could not be established, it is still possible to make some interesting observations from Tables III, IV, and V.

In all three tables there is a noticeable difference of average loyalty scores assigned to those individuals near the top of the division studied, and on Tables III and IV there is also a noticeable difference of average scores between hierarchical levels occupying positions occurring near the bottom of the division's organization chart.

It is in the testing of those in the area described as "middle management" where the hypothesis meets its greatest resistance. This seems to hold somewhat with the theory expressed by Etzioni. He has observed that a foreman may be caught in the dilemma of dual loyalty.

To the management he conveys the idea of a loyal subordinate eagerly reporting about opinions, activities and moods of the workers. He tries to avoid transmitting workers' requests and demands in order not to be considered as identifying with the workers. He will tend to promise high performance and to put the blame on the workers for failure to keep these promises. To the workers he conveys loyalty and understanding; he attenuates

management's orders and demands; and he promises to transfer their requests and demands upwards and to 'raise hell' if they are not accepted. He tries not to be identified with management. Playing on the 'conspiracy psychology' of the workers (as he does on that of management), he claims the demands have not been fulfilled because management is uncooperative and hardhearted. He is not only an 'expert of double talk', but also an expert on double behaviour. His success is inversely related to the availability and effectiveness of other lines of communication, e.g. steward-superintendent or steward-business agent-management. The stronger and better they are, the smaller is his maneuvering margin and his chances of success. Unpleasant as the role may seem, one should keep in mind that, although the final responsibility over one's behaviour lies in one's self, the position of foreman exerts strong pressure toward such behaviour. The requirements of the human relations approach, it seems, do not decrease and may even increase the probability that such behaviour will occur.<sup>3</sup>

If one accepts this hypothesis, then it would seem that loyalty need not vary uniformly throughout the whole organization, but rather would develop where the effects of this dilemma tends to be minimal. Perhaps this is the reason why the Blau and Scott hypothesis seems to hold at the extreme ends of the organization, but not in the middle.

Furthermore, there is the Dalton hypothesis that officers at all levels, when recruiting for vacant positions,

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<sup>3</sup>Amitai Etzioni, "Human Relations and the Foreman", The Pacific Sociological Review, Vol. 1 (1958), pp. 37-38.



begin to look for attitudes like his own as assuring a basis for understanding and cooperation. The superior seeks subordinates with qualities and interests like his own in the hope that they will think like he does.<sup>4</sup> Because of this, one would expect conformity down the line rather than varying orientation on alternate levels.

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<sup>4</sup>Melville Dalton, Men Who Manage, New York: John Wiley and Sons, Inc., 1959. p. 190.

## CHAPTER VI

### THE RELATIONSHIP BETWEEN FELT LOYALTY AND PERCEIVED AND ACTUAL SUPERVISORY BEHAVIOUR

This chapter presents the findings of an analysis investigating subordinate loyalty in relation to three measures of supervisory practise. It has been stated that certain forms of supervisory behaviour will be more conducive to winning the loyalty of subordinates. This chapter will analyze the relationship of loyalty to three variables: emotional detachment, consistency of supervisory practises and the establishment of effective informal authority by a superior over his subordinates. Each of these terms will be defined when they are analyzed in this chapter.

#### Design and Plan of Analysis

The analysis plan requires that the population of groups be differentiated significantly with respect to the index of loyalty. The hypotheses presented in Chapter III concern only the existence and direction of relationships. Therefore, an adequate analysis requires only the testing of the direction of the proposed relationships. In each instance, the null hypothesis is posed and tested, using techniques described as each case is presented.

#### Distribution of Groups

The distribution of the groups was determined by the form in which this analysis is to be presented. Because of

the criticism made of the Blau and Scott definition (see Chapter IV, page 54), the supervision variables will be related to two definitions of loyalty: that based on the Blau and Scott measure and that based on the overall loyalty measures.<sup>1</sup>

Let us now proceed to investigate some of the relationships of loyalty in accordance with the aforementioned conditions.

#### Loyalty and Emotional Detachment

Prediction 2(a) presented in Chapter III reads as follows: "The greater the ability of a superior to maintain emotional detachment - to remain calm and rarely if ever lose his temper, the more likely he is to win the loyalty of his subordinates". Therefore, the null hypothesis to be posed would state in effect that the existence of emotional detachment on the part of a superior is irrelevant in the winning of the loyalty of his subordinates.

The question upon which this prediction focuses is the following:

Q. 8. When things don't go smoothly, how likely is it that your supervisor will lose his temper or get excited?

CHECK ONE

\_\_\_\_\_ 1) He almost never loses his temper or gets excited.

---

<sup>1</sup>Recall that the alternative measure of loyalty is based on six questions as presented in Chapter IV.

- \_\_\_\_\_ 2) He only seldom loses his temper or gets excited.
- \_\_\_\_\_ 3) He fairly often loses his temper or gets excited.
- \_\_\_\_\_ 4) He frequently loses his temper or gets excited.
- \_\_\_\_\_ 5) He almost always loses his temper and gets  
excited.

Values of one through five were assigned to these response categories, and a mean response was calculated for each group. If a respondent checked the first answer, his answer was given a weighting of five; and if he checked the last answer, it was given a weighting of one. The other intervening possible answers were weighted accordingly.

The analysis took two forms: one based on the Blau and Scott definition of loyalty and the other based on the overall loyalty score. This form of analysis will be utilized throughout the remainder of this chapter.

Let us now look at the results of this question as based on the Blau and Scott definition. The respondents were categorized into loyal and non-loyal groups on the basis of answers given to the first two questions on the questionnaire.<sup>2</sup> If a respondent checked off either of the last two answers to question one and either of the last two answers to question two, he was classified as loyal. If a respondent returned any other combination of answers to these questions he was

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<sup>2</sup>See pages 49 and 50.

categorized as "not loyal". This method of categorization will be also utilized in the presentation of the investigation concerning the other two hypotheses of this chapter.

The rationale behind the decision to categorize on the basis described above was determined by the wording of the alternative answers available to the respondents upon their consideration of the first two questions. As may be seen from the questionnaire, the last two answers of question one and the first two answers of question two indicate a "positive loyalty" (a preference to remain under the influence of the present superior); the third alternative indicates an indifferent attitude toward the superior as to the existence of loyalty (there is no preference to remain or be removed from the influence of the present superior); the first two answers of question one and last two answers of question two indicate a "negative loyalty" (a preference to be removed from the influence of the present superior). Because the hypotheses to be tested are concerned with an examination of "positive loyalty", it was decided to indicate the respondent as loyal if he indicated "positive loyalty"; not loyal was used to categorize all other respondents.

It was decided by the writer that the study of the first three hypotheses presented in this chapter would be more meaningful if the categorization of respondents took

a more minute form than merely "loyal" and "not loyal". Consequently, two statistical tests were used: the  $Z$  test and the  $r$  test.

The original impetus for this study was derived from the studies of Blau and Scott. Consequently, in testing their concept of loyalty, I used the same form of analysis which they used. This meant using the  $Z$  test, as the differences of means in a large sample were to be compared.

The composite definition of loyalty was used for the more minute categorization. This second system of categorization was used because of the desire to study the way in which the values of loyalty are associated with, or related to, the values of emotional detachment, informal authority and consistency of supervisory practices. It was easier to see this relationship by increasing the number of categories from two to five, and to test the relationship the  $r$  test was used.

The following table presents the relationship between worker loyalty and a superior who is perceived to exhibit emotional detachment.

TABLE VI

SUPERIOR'S EMOTIONAL DETACHMENT AND SUBORDINATE LOYALTY  
(BLAU AND SCOTT DEFINITION)

(n = 152)

Worker Loyalty to Superior		Emotional Detachment of Superior
Loyal (61)	(A)	$\bar{X} = 4.65$
Not Loyal (91)	(B)	$\bar{X} = 3.85$

$$CA^2 = .3271; CB^2 = 1.1881$$

From this table, our null hypothesis would take the form  $U_1 - U_2 = d_0$ ; namely, that there is no difference between the population means. Our alternative would then have the form of  $U_1 - U_2 \neq d_0$ . McCarthy states that if  $(\bar{X}_1 - \bar{X}_2)$  is between  $0 \pm 2.58 \sqrt{C\bar{X}_1^2 + C\bar{X}_2^2}$  we may accept the hypothesis that there is no difference between the population means at the one per cent level of significance.<sup>3</sup> Utilizing the formula above, we arrive at a figure of  $\pm .3612$ . Because the difference of my sample means (.80) falls outside of these limits we are able to reject the null hypothesis and accept the alternative  $(U_1 - U_2) \neq 0$ . Therefore, on this basis we may conclude that the emotional detachment of a superior is related to his being able to command the loyalty of his subordinates.

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<sup>3</sup>Philip J. McCarthy, Introduction to Statistical Reasoning, Toronto: McGraw-Hill Book Company, Inc., 1957. p. 261.

The next part of this analysis plan concerns the measurement of emotional detachment on the basis of categorizing the respondents into significant loyalty groups. The results of this analysis are presented in Figure 3. (See page 70.)

For this figure, the product moment correlation coefficient is .925. Referring to a chart of 95 per cent confidence intervals for the correlation coefficient, we find that for a sample size of 155, the two values of  $P$  are approximately  $P_L = +.89$  and  $P_U = +.95$ . Therefore, we can accept the hypothesis that there is a relationship between the loyalty of a subordinate and the emotional detachment of his superior. On the basis of these data, one is able to conclude at the 95 per cent confidence level that the level of loyalty exhibited by a subordinate toward a superior will be conditioned by the degree of emotional detachment which a subordinate perceives his superior as exhibiting in his attempts to have his subordinates comply with the directives.

#### Loyalty and Informal Authority

Hypothesis 1(a) presented in Chapter III reads as follows: "Superiors who command the loyalty of their subordinates are more likely than others to establish effective informal authority over them and thus to influence them". Therefore, the null hypothesis to be tested would state that the commanding of the

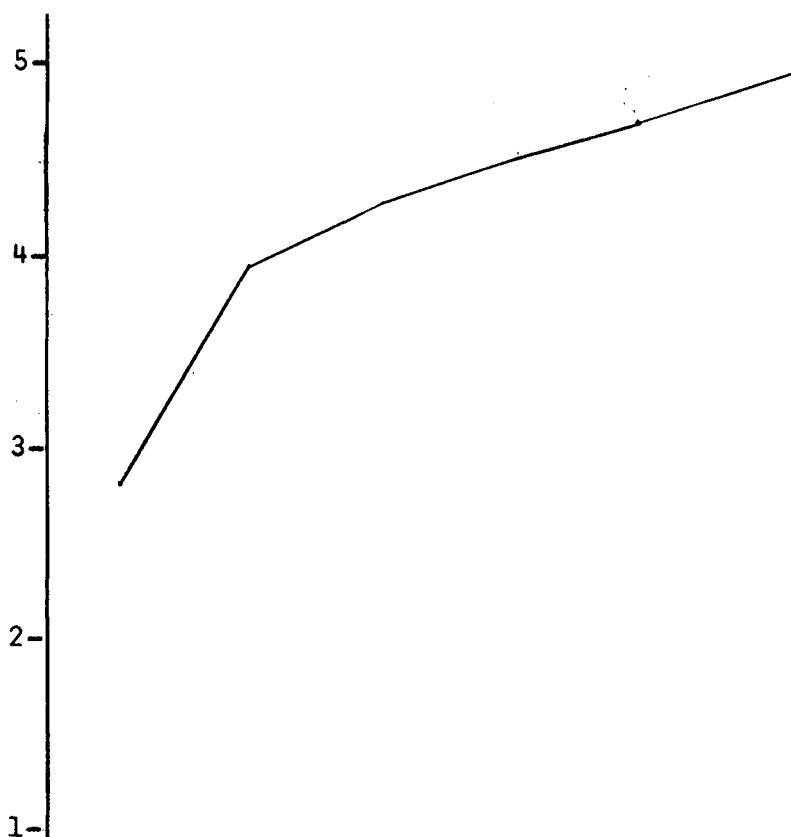


RELATIONSHIP BETWEEN LOYALTY TO A SUPERIOR  
AND HIS PERCEIVED EMOTIONAL DETACHMENT

(COMPOSITE DEFINITION)

High Detachment

PERCEIVED  
EMOTIONAL DETACHMENT



Low Detachment

Loyalty Score	1-2.5 (Low)	3	3.5	4	4.5	5 (High)
Mean Emotional Detachment	2.88	3.99	4.24	4.50	4.56	4.91
No. of Respondents	22	18	43	24	21	27

FIGURE 3

loyalty of one's subordinates is not related to the form of authority which a superior exercises in gaining compliance with his directives.

Also presented in Chapter III were four predictions [1(b) - 1(c)] concerning the occurrence of loyalty and the manner by which a superior would gain compliance with his directives. These predictions were not individually tested but rather presented as a scale of "informal authority". It may be noted that by definition it is these forms of behaviour which have been used to define informal authority.

The degree of informal authority possessed by a superior was based on response to the following five questions: To what extent do you do what your supervisor wants because: (Check one answer in each line).

	Not at all (1)	To a very little extent (2)	To some extent (3)	To a considerable extent (4)	To a very great extent (5)
1) He's a nice guy and you don't want to hurt him.	_____	_____	_____	_____	_____
2) You respect his competence and good judgment.	_____	_____	_____	_____	_____
3) He can penalize or otherwise disadvantage those who do not cooperate	_____	_____	_____	_____	_____

	(1)	(2)	(3)	(4)	(5)
4) He can give special help and benefits to those who cooperate with him.	_____	_____	_____	_____	_____
5) He has a legitimate right, considering his position, to expect that his suggestions will be carried out	_____	_____	_____	_____	_____

Serial values of one through five were assigned to these response categories and a mean response calculated for each group. These mean responses were then combined into an overall "informal authority" score as will be presented.

A choice of alternative five was weighted as the highest degree of informal authority for questions one and four. A choice of alternative one indicates the highest degree of perceived informal authority for questions three and five.

The derivation of an informal authority score will now be explained. The responses to questions one, two and four were given a high rating (5) if alternative answer number 5 was chosen and a low rating (1) if alternative answer number 1 was chosen. The weighting process followed a similar form for the choice of any of the three other possible choices. In weighting the responses to questions three and five, a high weighting (5) was given to answer number 1 and a low rating (1) given if the respondent answered question number

five. Intervening values were assigned along the scale depending upon the answer chosen in response to each question.

From the answers given to the questions, there was determined for the superior of each respondent a felt informal authority score. This was calculated by summing the weights given to each response and dividing this sum by four. For example, a typical respondent may have answered number 4 to the first question, number 3 to the second question, number 2 to the third question, number 5 to the fourth question and number 1 to the fifth question. His superior would have received an informal authority rating of 4.2 i.e. 
$$\frac{(4 + 3 + 4 + 5 + 5)}{5}$$

#### Interpretation of Response

As was stated in Chapter III, a superior will be much more successful in gaining the loyalty of his subordinates if he is able to provide special services and favours for his subordinates which make them indebted to him. Therefore, it was felt that a loyal subordinate will obey the directives of his superior because the superior is a nice guy, because he can give special help to those who cooperate with him. As will be recalled from the studies cited in Chapter III, a superior with loyal subordinates will not gain compliance

simply because he has a legitimate right to expect that his demands will be complied with, or because he possesses the right to penalize.

### Analysis of Results

First of all, let us analyze these results on the basis of the Blau and Scott definition. The following table presents the relationship between worker loyalty and a superior who is perceived to gain compliance with his directives through the use of informal authority practises.

TABLE VII  
SUPERIOR'S INFORMAL AUTHORITY AND SUBORDINATE LOYALTY  
(BLAU AND SCOTT MEASURE)

(n = 152)

Worker Loyalty to Superior	Informal Authority Rating of Superior
Loyal (61) (A)	$\bar{X} = 3.14$
Not Loyal (91) (B)	$\bar{X} = 2.48$

$$\sigma_A^2 = .635; \sigma_B^2 = .865$$

Utilizing McCarthy's analysis, we find that

$$\pm 2.58 \sqrt{\sigma_{\bar{X}_1}^2 + \sigma_{\bar{X}_2}^2} \text{ will yield values ranging from } \pm .3612.$$

The null hypothesis again takes the form  $U_1 - U_2 = d_0$  (no difference between the means). The alternative then has the

form  $U_1 - U_2 \neq d_0$ . The difference of means in Table VII is .66. Because this falls outside  $\pm .3212$  we are able to reject the null hypothesis and accept the alternate that there is a difference between the means ( $U_1 - U_2 \neq d_0$ ) at the one per cent level of significance. Therefore, on the basis of <sup>see</sup> this data we may reject the null hypothesis and accept the alternate hypothesis that those superiors who command the loyalty of their subordinates are likely to establish effective informal authority over them.

The next part of this analysis plan is concerned with analyzing the occurrence of informal authority on the basis of categorizing the respondents into significant loyalty groups. The results of this analysis are present in Figure 4. (See page 76.)

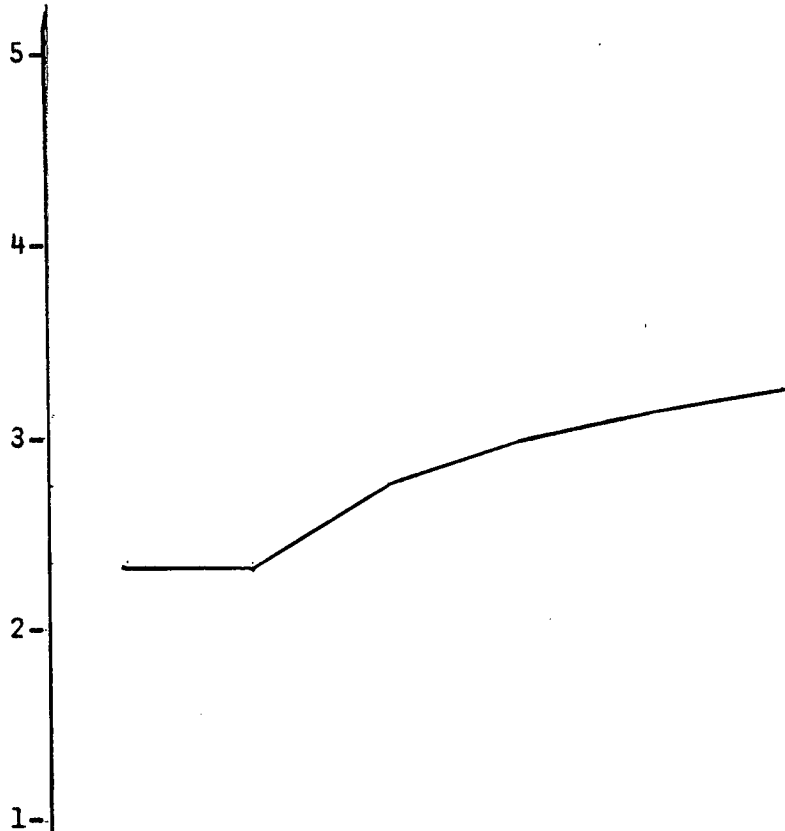
The product moment correlation is .931. Referring to a chart of 95 per cent confidence intervals for the correlation coefficient, the sample size of 155 gives the values of  $P_L = +.89$  and  $P_U = +.95$ . As my product moment correlation is .931, at the 95 per cent confidence level I am able to reject the null hypothesis and accept the alternate hypothesis that a positive relationship does exist between subordinate loyalty and a superior's ability to exercise effective informal authority over them.

RELATIONSHIP BETWEEN LOYALTY TO A SUPERIOR  
AND HIS PERCEIVED USE OF THE TECHNIQUES  
OF INFORMAL AUTHORITY

(COMPOSITE DEFINITION)

High Informal  
Authority

PERCEIVED  
INFORMAL AUTHORITY



Low Informal  
Authority

Loyalty Score	1-2.5 (Low)	3	3.5	4	4.5	5 (High)
Mean Informal Authority Score	2.3	2.3	2.8	3.0	3.1	3.3
No. of Respondents	22	18	43	24	21	27

FIGURE 4

### Loyalty and Consistency

In Chapter III it was hypothesized that "A supervisor who is perceived by his subordinates as being consistent in his enforcement of working rules and procedures, strictness and general supervisory behaviour will be more likely to possess the loyalty of his subordinates than one who is not so perceived". The null hypothesis to be tested would therefore claim that the perception of consistent supervisory practises by a subordinate would not have any effect upon the superior's likelihood of winning the loyalty of his subordinates. The method of analysis took the same form as the two preceding tests.

A measure of consistency was obtained from asking the following question:

Q. 18. Would you say that your supervisor is consistent in his enforcement of the working rules and procedures, supervision, strictness, etc., or do you think his behaviour varies from time to time and from worker to worker? CHECK ONE

- ☐ 1) His behaviour is almost always consistent.
- ☐ 2) His behaviour is usually consistent.
- ☐ 3) Sometimes he is not consistent.
- ☐ 4) Most often he is not consistent.
- ☐ 5) He hardly ever is consistent.



On the basis of the Blau and Scott definition of loyalty the following table was derived from the answers of the respondents.

TABLE VIII  
RELATIONSHIP BETWEEN CONSISTENCY OF SUPERVISORY  
PRACTISES AND THE LOYALTY OF SUBORDINATES  
(n = 152)

Worker Loyalty to Superior	Perceived consistency of Superior's Supervisory Practises
Loyal (61) (A)	$\bar{X} = 4.27$
Not Loyal (91) (B)	$\bar{X} = 3.58$

$$\overline{CA}^2 = .458; \quad \overline{CB}^2 = 1.103$$

In Table VIII the null hypothesis would take the form  $U_1 - U_2 = d_0$  (there is no difference between means) and the alternate would take the form  $U_1 - U_2 \neq d_0$  (there is a difference between means). Using the data of Table VIII we find that  $\pm 2.58 \sqrt{\overline{CX}_1^2 + \overline{CX}_2^2}$  yields a range of  $\pm .4012$ . As our difference of means is .69 we are able to reject the null hypothesis and accept the alternate at the one per cent level of confidence. Therefore, we may conclude that consistency of supervisory practises as perceived by subordinates will have some effect in the winning of subordinate loyalty.

Let us now proceed to investigate the possibility of loyalty varying in accordance with the degree of supervisory consistency. This investigation will be analyzed in Figure 5. (See page 80.)

The product moment correlation is .915. Again referring to a chart of 95 per cent confidence intervals for the correlation coefficient the sample size of 155 yields values of  $P_L = +.89$  and  $P_U = +.95$ . As the product moment correlation of Figure 5 is .915 we may reject the null hypothesis and accept the alternate that on the basis of the data gathered consistency of supervisory practises as perceived by subordinates will influence the ability of a superior to command the loyalty of his subordinates.

### Conclusion

#### SECTION

It was the aim of this chapter to investigate three hypotheses describing supervisory behaviour which may be related to a superior possessing the loyalty of his subordinates. On the basis of the data collected from the sample I was able to conclude that the establishment of effective informal authority over subordinates, the ability to maintain emotional detachment from subordinates and the use of consistent directives is significantly related to the loyalty which subordinates feel for their superior.

# RELATIONSHIP BETWEEN CONSISTENCY OF SUPERVISORY PRACTISES AND SUBORDINATE LOYALTY

(COMPOSITE DEFINITION)

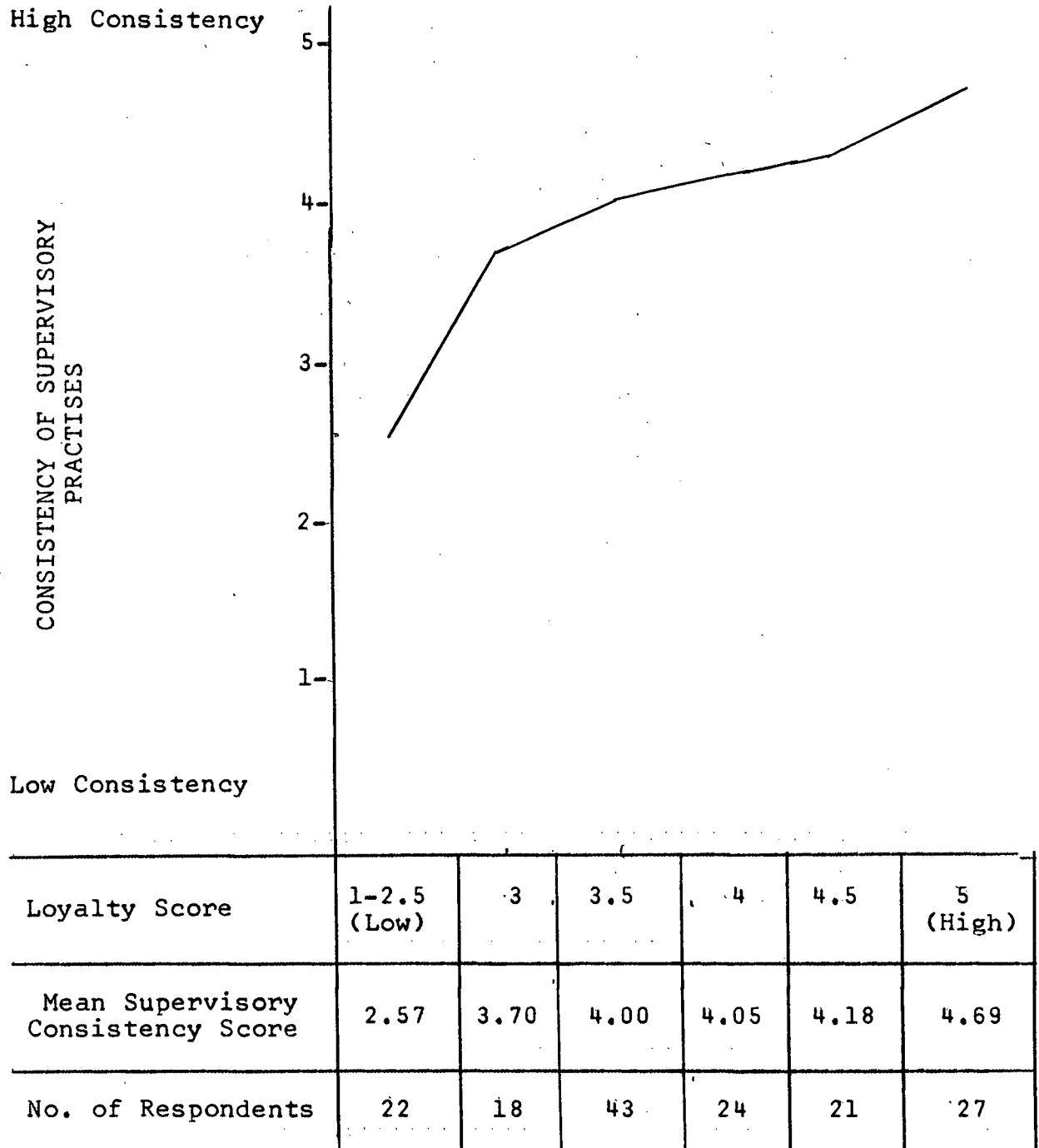


FIGURE 5

### Conditions Predicting the Development of Loyalty

The next part of this chapter investigates three hypotheses which attempt to predict the formulation of a subordinate-superior loyalty scheme. One hypothesis states in effect that the degree of loyalty from subordinates which a superior is able to enjoy will be related to the degree of independence the supervisor enjoys from his superior; the second is that strong ties of loyalty to his own superior may reduce the need of a supervisor to win the loyalty of his subordinates; and thirdly, loyalty of subordinates lessens the need of a supervisor to seek the approval of his superior by becoming attached to him and emulating his style of supervision.

### Plan of the Investigation

This analysis will investigate some conditions which are related to the degree of loyalty of supervisors, superiors and subordinates. For the purpose of this analysis, supervisors will be deemed to be those who have authority over a subordinate's superior. Because of the complexity of the analysis this chapter section will follow only one form of statistical analysis. As might be imagined, it is very possible for there to exist, on any given level of an organization, subordinates who are loyal and not loyal to their superiors. Consequently, it would be most difficult to test the significance of these scores on

the basis of a critical ratio score. (Further, the results would be so complicated as to render them almost meaningless to anyone but an advanced student of mathematics.)

As a result, the design of the analysis will assume the pattern of subjecting mean loyalty scores to only the Student's *t* Test and the Fisher Exact Probability Test. However, each hypothesis will be investigated twice: once based on the Blau and Scott definition and once on the composite loyalty score.

#### Loyalty and Independence

It was hypothesized in Chapter III that "The more independent a supervisor is from his superior, the more likely it is that he will have loyal subordinates". For the purpose of this investigation independence from a superior, or hierarchical independence, was defined as a supervisor's ability to make decisions on his own rather than in consultation with his superior. If a supervisor is able to change existing procedures on the basis of his own reasoning, it was felt that he would be better able to control the environment of his subordinates and thus have more opportunities to make his subordinates indebted to him. The more opportunity a supervisor has to make his subordinates indebted to him, the greater will be his ability to win their loyalty. (Hypothesis 1(a)). Thus prediction 3(b) states that "A superior who commands the loyalty of his subordinates will be more willing

to change existing procedures without consulting his superior than a superior who does not command loyalty from his subordinates". Therefore, the null hypothesis would state that hierarchical independence would not be of any consequence in a supervisor's ability to win the loyalty of his subordinates.

A measure of hierarchical independence was derived through responses from the following questions:

Q. 14. To what extent are you willing to change existing procedures without consulting your superior?

CHECK ONE

- ☐ 1) Never willing to change them
- ☐ 2) Occasionally willing to change them
- ☐ 3) Sometimes willing to change them
- ☐ 4) Usually will not hesitate to change them
- ☐ 5) Never hesitate to change them

The following table presents the collected data in summary form. (See page 84)

Let us now proceed to investigate this hypothesis on the basis of the composite loyalty score. To maintain consistency with the previous test, the respondents will be categorized on the same criteria, i.e. those who scored 4.0 - 5.0 on the loyalty measure will be classified as loyal, and the others will be deemed not loyal for the purposes of the research.

TABLE IX

SUBORDINATE LOYALTY (BLAU AND SCOTT MEASURE) AND  
SUPERIOR HIERARCHICAL INDEPENDENCE

(n = 25 groups)

Loyalty Status of Subordinate Group	Supervisory Independence Score
Loyal (11)	$\bar{X} = 3.78$
Not Loyal (14)	$\bar{X} = 3.57$

df = 23; t = .42; p = n.s.

The following table presents the collected data based on the composite loyalty score.

TABLE X

SUBORDINATE LOYALTY (COMPOSITE SCORE) AND  
SUPERIOR HIERARCHICAL INDEPENDENCE

(n = 25 groups)

Loyalty Status of Subordinate Group	Supervisory Independence Score
Loyal (9)	$\bar{X} = 2.83$
Not Loyal (16)	$\bar{X} = 3.15$

On the basis of this score, it seems that the hypothesis becomes reversed. The supervisors of loyal groups claim to have less hierarchical independence than those of less loyal groups.

This may not be as surprising upon consideration of the modification Blau and Scott put forth to their hypothesis. Citing the study of Pelz<sup>4</sup>, they qualify their hypothesis to state that to be effective, hierarchical independence must be accompanied by good supervisory practises. Let us then proceed to investigate prediction 3(c); namely, that "A superior who is perceived by his subordinates as engaging in 'good' supervisory practises and enjoying hierarchical independence will be more likely to win the loyalty of his subordinates than a superior who does not enjoy hierarchical independence and does not engage good supervisory behaviour". Thus, the null hypothesis to be tested would state that the winning of subordinate loyalty would not be affected by hierarchical independence and good supervisory practises.

A measure of good supervisory practises was obtained through responses to the following questions:

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<sup>4</sup>Donald C. Pelz, "Influence: A Key to Effective Leadership in the First-Line Supervisor", Personnel, Vol. 29 (1952) pp 209 - 217.



Q. 15. Does your supervisor engage in "good" supervisory practises? CHECK ONE

- ☐ 1) Yes, he usually does
- ☐ 2) Yes, he does in many ways
- ☐ 3) He does in some ways and not in others
- ☐ 4) No, he does not in many ways
- ☐ 5) No, he usually does not

Q. 16. How confident do you feel that your supervisor keeps you fully and frankly informed about things that might concern you? CHECK ONE

- ☐ 1) None at all
- ☐ 2) Some, to a very little extent
- ☐ 3) To some extent
- ☐ 4) To a considerable extent
- ☐ 5) To a very great extent

Q. 17. In solving problems or making decisions which confront him, how often does your superior seek the opinion of his subordinates? CHECK ONE

- ☐ 1) Almost never
- ☐ 2) Seldom
- ☐ 3) About half the time
- ☐ 4) Quite often
- ☐ 5) Almost always

Perhaps a brief explanation would be appropriate here describing the methods utilized in analyzing the three factors (subordinate loyalty score, supervisory practises

and hierarchical independence scores). Each supervisory score was multiplied by the corresponding hierarchical independence score. The products were then summed and an average score for superiors in the loyal - non-loyal categories was obtained by dividing the sum by the number of respondents in each category. For example, a typical supervisor may have received a supervisory score of 4 and a hierarchical independence score of 4. This would give him a supervisory independence and behaviour score of 16. The categorization of the superiors was determined on the basis of the subordinate loyalty scores.

The following table will present these data as based on the Blau and Scott definition.

TABLE XI

RELATIONSHIP OF SUBORDINATE LOYALTY TO SUPERIOR  
HIERARCHICAL INDEPENDENCE AND SUPERVISORY  
PRACTISES SCORES

(n = 25 groups)

Loyalty Status of Subordinate Group	Supervisory Independence and Behaviour Score
Loyal (11)	$\bar{X} = 15.00$
Not Loyal (14)	$\bar{X} = 12.48$

df = 23; t = .43; p = n.s.

On the Blau and Scott basis, the data which I collected do not yield a large enough "t" score to allow me to reject the null hypothesis.

Let us now investigate this hypothesis on the basis of the alternate definition.

TABLE XII

RELATIONSHIP OF SUBORDINATE LOYALTY TO SUPERIOR  
HIERARCHICAL INDEPENDENCE AND SUPERVISORY  
PRACTISES SCORES

(n = 25 groups)

Loyalty Status of Subordinate Group	Supervisory Independence and Behaviour Score
Loyal (9)	$\bar{X} = 11$
Not Loyal (16)	$\bar{X} = 9$

df = 23; t = .45; p = n.s.

From the data collected, the "t" test does not yield a score high enough to allow us to reject the null hypothesis. Thus, on the basis of the Student's "t" test when applied to my data, I am not able to predict the resultant loyalty factor which hierarchical independence and good supervisory practises will have upon subordinates.

#### Loyalty and Social Support

As may be recalled from Chapter III, it was suggested that the source of social support of a supervisor would be

an important consideration in the possibility of the occurrence of subordinate loyalty. Hypothesis 5(a) stated that "Strong ties of loyalty to one's superior may reduce the need of a supervisor to win the respect of his subordinates". Prediction 5(b), which was based on this hypothesis stated that "A superior who commands a higher degree of the loyalty of his subordinates will feel it more important to win the respect and allegiance of his subordinates than one who commands a lesser degree of the loyalty of his subordinates".

The null hypothesis to be tested would, therefore, state that there is no difference between the winning of subordinate loyalty and the source of social support. The alternative is that there is a difference.

These concepts were measured on the basis of the responses given to the following question:

Q. 18. With you at work are people at higher levels, lower levels and the same level as yourself in the organization. If you were forced to choose, which group's friendship and respect do you value most? I value most the friendship and respect of: (Check one only)

- ☐ 1) My superiors
- ☐ 2) My subordinates
- ☐ 3) Those at the same level in the organization as myself

The following table presents the data collected on the basis of the Blau and Scott concept of loyalty.

TABLE XIII  
RELATIONSHIP OF SUBORDINATE LOYALTY TO SUPERIOR  
SOURCE OF SOCIAL SUPPORT  
(BLAU AND SCOTT DEFINITION)

(n = 25 groups)

Loyalty Status of Subordinates	Source of Social Support		
	Superior	Subordinate	Peer
Loyal (11)	2	7	2
Not Loyal (14)	6	2	6

The following formula will be used to test the significance of the data:

$$X^2 = \sum_{i=1}^k \frac{(x_i - n_i \hat{\phi})^2}{n_i \hat{\phi} (1 - \hat{\phi})} \quad 5$$

Where  $x_1 = 2$                        $n_1 = 8$

$x_2 = 7$                        $n_2 = 9$

$x_3 = 2$                        $n_3 = 8$

and  $\hat{\phi} = \frac{11}{25}$

Applying this data to the above formula, we find that  $X^2$  will come to value of 6.39. Referring to a table of

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<sup>5</sup>John E. Freund, Mathematical Statistics, Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1962. p. 277.

calculated Chi-Square, we find this to be significant at the .05 level. Therefore, at this level we can reject the null hypothesis and accept the alternative.<sup>6</sup>

The following table will present the same information as the one immediately preceding, only the loyalty status of the subordinates will be determined on the basis of the proposed composite loyalty definition.

TABLE XIV  
RELATIONSHIP OF SUBORDINATE LOYALTY TO SUPERIOR  
SOURCE OF SOCIAL SUPPORT  
(COMPOSITE DEFINITION)

(n = 25 groups)

Loyalty Status of Subordinates	Superior's Source of Social Support		
	Superior	Subordinate	Peer
Loyal	2	6	1
Not Loyal	8	3	5

Applying the same statistical test as to the previous set of results, we find that  $X^2 = 6.13$ , which is significant at the .05 level. Again, measuring loyalty on the composite score, we are able to reject the null and accept the alternate hypothesis.

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<sup>6</sup>Hasty conclusions should not be drawn from these findings as the level of significance is determined from a weak test because of the relatively small sample size.

Loyalty and Style of Supervision

It was claimed that if a superior wins the loyalty of his subordinates, he would not experience as much need to seek the approval of his superiors. Blau and Scott claimed that one method of seeking superior approval would take the form of becoming attached to him and emulating his style of supervision. Thus, prediction 5(c) stated that "A superior who commands a higher degree of the loyalty of his subordinates will be less likely to seek the approval of his superior by becoming attached to him and emulating his style of supervision". Therefore, the null hypothesis to be tested would state that loyal subordinates will in no way affect the propensity of a supervisor to win the allegiance of his superior.

I attempted to gain a measure of a subordinate's desire to emulate his superior's style of supervision through the following question:

Q. 20. To what extent would you say your way of handling subordinates resembles that of your boss? CHECK ONE

- ☐ 1) Almost completely similar
- ☐ 2) Very similar
- ☐ 3) Somewhat similar
- ☐ 4) Very dissimilar
- ☐ 5) Almost completely dissimilar

If the respondents checked off either of the first three possible answers, for the purposes of analysis, they were deemed to use the same form of supervisory behaviour as that of their superiors. A response to either of the last two alternatives was taken to indicate a different form of supervision from that utilized by the superior.

Again, the data will be presented in two tables: one table based on the Blau and Scott concept of loyalty, and the other based on the composite loyalty score.

The following table presents the data based on the Blau and Scott definition.

TABLE XV

RELATIONSHIP OF SUBORDINATE LOYALTY (BLAU AND SCOTT DEFINITION)  
AND PROPENSITY OF SUPERVISOR TO EMULATE HIS  
SUPERIOR'S STYLE OF SUPERVISION

(n = 25 groups)

Loyalty Status of Subordinates	Supervisory Method	
	Same as Superior	Different from Superior
Loyal (n = 11)	7	4
Not Loyal (n = 14)	14	0

Investigated on the basis of the Blau and Scott concept of loyalty, of the eleven supervisors who command the loyalty of their subordinates, four indicated that their methods of



supervision differ from those of their superiors. Of the fourteen supervisors who do not command the loyalty of their subordinates, none of them indicated that their methods of supervision are in any way dissimilar from that of their superiors.

Subjecting this data to the Fisher Exact Probability Test<sup>7</sup>, we find that we are able to reject the null hypothesis at the .05 level and conclude that the more likely it is for a supervisor to win the loyalty of his subordinates, the less probable it will be that the supervisor will exhibit a desire to identify himself with his superior by emulating his style of supervision.

To conclude this chapter, let me present the data on the basis of the composite loyalty score.

TABLE XVI

RELATIONSHIP OF SUBORDINATE LOYALTY (COMPOSITE SCORE)  
AND PROPENSITY OF SUPERVISOR TO EMULATE HIS  
SUPERIOR'S STYLE OF SUPERVISION

(n = 25 groups)

Loyalty Status of Subordinates	Supervisory Method	
	Same as Superior	Different from Superior
Loyal	4	5
Not Loyal	16	0

<sup>7</sup>Siegel, op. cit., pp. 96 - 101.

This table was drawn up in accordance with the same standards as the preceding table.

Investigated on the composite loyalty definition, five of the respondents with loyal subordinates indicated a supervisory behaviour different from that of their superiors, while none of the superiors who did not command the loyalty of their subordinates indicated different supervisory practises from that of their superiors. Again, subjecting these findings to the Fisher Exact Probability Test, we find them to be significant at the .002 level. On the basis of this loyalty score, we can reject the null hypothesis with a greater degree of confidence than was possible when we measured loyalty on the basis of the Blau and Scott score.

### Conclusion

It was the aim of this section of the chapter to investigate three hypotheses concerning the relation of subordinate loyalty to the hierarchical independence enjoyed by a superior, the direction from which a superior seeks his social support, and the propensity of a superior with loyal subordinates to emulate his superior's style of supervision. On the basis of the responses submitted by my chosen sample, I was able to conclude that the ability of a superior to win the loyalty of his

subordinates will in part be conditioned by his source of social support. Further, I was also able to accept the hypothesis that if a supervisor looks to his superior for social support and recognition, he will likely emulate the superior's style of supervision. However, I was not able to come to any definite conclusions regarding the combination of hierarchical independence which a supervisor may enjoy and the use of good supervisory practises with relation to the ability of a supervisor to win the loyalty of his subordinates.

The ramifications and uses which may be derived from these studies will be presented in the following chapter.

## CHAPTER VII

### SUMMARY AND CONCLUSIONS

Prior speculation on the subject of subordinate loyalty to his superior has suggested that this variable may be of considerable consequence in the analysis of organizational behaviour. Various relationships between loyalty and other organizational variables have been discussed. However, there has been little empirical research involving it and, in fact, no consistent definition of the concept has been developed.

For the present investigation, loyalty was investigated on the basis of two definitions. One, based on the Blau and Scott concept of loyalty, was seen as a subordinate's desire to remain under the influence of his present superior. The second definition proposed viewed loyalty as incorporating the Blau and Scott proposal but broadened it by suggesting that unquestioning faith and trust, and the liking for a superior, together with the present working environment would be important components of felt loyalty.

The object of this study has been to explore in a large bureaucratically-organized economic organization some of the conditions related to the existence of loyalty to a superior. The research hypotheses were as follows:

1. Superiors who command the loyalty of their subordinates are more likely than others to establish effective informal authority over them, and thus to influence them.

2. The greater the ability of the supervisor to maintain emotional detachment - to remain calm and rarely lose his temper - the more likely he is to command the loyalty of his subordinates.
3. The more independent a supervisor is from his superior, the more likely it is that he will have loyal subordinates.
4. Stability of supervisory practises promotes the loyalty of workers to their superior.
5. Strong ties of loyalty to his own superior may reduce the need of a supervisor to win the respect of his subordinates.
6. Loyalty to superiors in a hierarchical organization tends to be pronounced on alternate levels.

For the purpose of hypothesis derivation, loyalty was considered as the independent variable and measures of desire to work in other groups, liking for one's boss, satisfaction with his boss and confidence and trust in the superior were treated as dependent variables. The data were drawn from a questionnaire completed by 152 respondents from 25 administrative units ranging in size from 5 to over 40 members.

The major findings relevant to the hypotheses outlined above were as follows:

1. Superiors who command the felt loyalty (as measured on both concepts) of their subordinates are more likely than

others to establish effective informal authority over them and thus to influence them. We may then conclude that those superiors who command the loyalty of their subordinates will be more accepted by the group and thus able to extend the scope of their influence over their subordinates beyond the narrow limits of their formal authority. They will gain compliance with their directives for reasons other than, or in addition to, their having a legitimate right inhering in their position in the hierarchy of the organization.

The findings of French and Snyder<sup>1</sup> seem to lend support to the validity of my findings. As may be recalled from the discussion in Chapter III, French and Snyder found that the more accepted a leader was by the group, the more he attempted to influence it and the more successful his attempts were.

We may conclude from my research data and the findings of French and Snyder that those who command the loyalty of their subordinates will be able to widen their span of authority (and thus increase their power) beyond that given by their office in the organization. On this basis we may also hypothesize that those who command the loyalty of their subordinates will find it easier to influence them than a superior who does not command the loyalty of his subordinates. This hypothesis

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<sup>1</sup>John R. French, Jr., and Richard Snyder, "Leadership and Interpersonal Power", Studies in Social Power, Dorwin Cartwright (ed.) Ann Arbor: Institute for Social Research, University of Michigan, 1959. pp. 118 - 149.

is tenable since Lippitt and his colleagues found that in a camp setting, boys to whom others attributed much power made more influence attempts and enjoyed more success in their attempts to influence.<sup>2</sup>

2. The more that a superior perceives himself as maintaining emotional detachment, the greater is the felt loyalty of his subordinates. Superiors who do not lose their temper when the activities of the work group do not go smoothly are likely to win their subordinates loyalty as measured by both concepts of loyalty.

This conclusion seems to be supported in studies conducted by Fiedler<sup>3</sup> and Gouldner<sup>4</sup>, although they used different indicators to measure a lack of involvement. In his studies of bombing crews, Fiedler indicated a lack of involvement to exist when a superior was able to maintain a minimum level of social distance. The degree of social distance between a superior and subordinate was derived from the score from a questionnaire known as "Assumed Similarity between Opposites".<sup>5</sup>

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<sup>2</sup>Ronald Lippitt et al., "The Dynamics of Power", Human Relations, Vol. 5 (1952) pp. 37 - 64.

<sup>3</sup>Fred E. Fiedler, "A Note on Leadership Theory", Sociometry, Vol. 20 (1957) pp. 87 - 94.

<sup>4</sup>Alvin W. Gouldner, Patterns of Industrial Bureaucracy, Glencoe, Ill.: Free Press, 1954. pp. 45 - 56.

<sup>5</sup>Fiedler, op. cit.

He concluded that the ability of a leader to remain independent and not get intimately involved with his group would allow him to develop an atmosphere resulting in more effective work units than a leader who was not able to maintain emotional detachment.

Gouldner, in his study of a gypsum plant, found that when the informal contacts of a manager were "too indulgent" the manager would become emotionally involved with his subordinates and would be confined by them. Because of his indulgent methods he was not able to make challenging demands to stimulate their interest and ability to perform well.

3. A supervisor who is consistent in his enforcement of the working rules and practises will be more likely to gain the loyalty of his subordinates. The research findings suggest that loyal subordinates perceive their superiors as being consistent in their enforcement of working rules and procedures, strictness and general supervisory behaviour.

This conclusion seems to follow along the lines of that reached by Cohen.<sup>6</sup> Cohen conducted an experiment in which the leader or power figure gave the workers an ambiguous definition of the tasks to be performed as well

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<sup>6</sup>Arthur R. Cohen, "Situational Structure, Self-Esteem, and Threat-Oriented Reactions to Power", Studies in Social Power, Dorwin Cartwright (ed.) Ann Arbor: Institute for Social Research, University of Michigan, 1959. pp. 35 - 52.



as inconsistent directives. Further, he also varied the consistency of his suggestions as well as the clarity of the task assigned. He found that this inconsistent behaviour led to less favourable attitudes toward the power figure.

4. Loyalty to one's superior is related to the likelihood of the supervisor winning the loyalty of his subordinates. My research findings suggest that those supervisors who look to their superiors for social support are not likely to win the loyalty of their subordinates. Further, the findings also point out that a superior who commands a higher degree of the loyalty of his subordinates will be less likely to see himself as seeking the approval of his superior by becoming attached to him and emulating his style of supervision.

This finding seems to follow along the same conclusions as reached by both Jaques<sup>7</sup> and Blau and Scott.<sup>8</sup> Jaques, in his study, found that top managers tended to be somewhat isolated. However, Blau and Scott in their study of a social service agency found that this situation of isolation was in existence even at the first-line supervisory level. They put forth the suggestion that one source of social

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<sup>7</sup>Elliott Jaques, The Changing Culture of a Factory, New York: Dryden, 1952. pp. 278 - 279.

<sup>8</sup>Peter M. Blau and W. Richard Scott, Formal Organizations, San Francisco: Chandler Publishing Company, 1962. p. 161.

support that enables some supervisors to maintain detachment and independence was the loyalty of subordinates.

5. The degree of a superior's perceived hierarchical independence was not found to have any relationship to his subordinate's loyalty. This hypothesis was based on the study performed by Pelz,<sup>9</sup> where in his theory of influence he proposed that the ability of a superior to control the environment of his subordinates would enable the superior to extend his control of the subordinates would enable the superior to extend his control of the subordinates beyond the narrow limits defined by his position in the hierarchy, (and hence develop high subordinate loyalty).

However, Pelz also found there to exist some contradictory results depending upon the classification of the employee sample being studied.

For example, there was the supervisory measure of 'taking sides with employees in cases of employee-management conflicts'. In small work groups, employees thought more highly of the leader who took their side in cases of conflicts with management. But, in large white-collar work groups, employees were significantly less satisfied with such a supervisor; they preferred the supervisor who sided with management.<sup>10</sup>

The sample chosen for my study can very easily be identified as predominantly a white-collar work group.

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<sup>9</sup>Donald C. Pelz "Influence: A Key to Effective Leadership in the First-Line Supervisor", Personnel, Vol. 29 (1952) pp. 209 - 217.

<sup>10</sup>Ibid., Pelz, p. 212.

Perhaps my findings can be interpreted also as meaning that large group white-collar workers are less satisfied with a superior who sides with them in cases of conflict.

6. Loyalty to a superior was not significantly pronounced on alternate levels of the hierarchy.

Etzioni has claimed that the foreman may be in a dilemma deciding which level of the organization to identify with, and often will vacillate between his superiors and subordinates. From my findings I would suggest that Etzioni's observation of the dilemma of the foreman may even extend to the upper levels of the organization.<sup>11</sup>

Further, the theory advanced by Dalton would suggest that loyalty to a superior need not be pronounced on alternate levels. Dalton has advanced the theory that when recruiting for a vacancy, officers tend to choose candidates with attitudes much like their own.<sup>12</sup> Consequently, there would be a tendency toward conformity within an organization rather than differing orientation amongst employees.

In addition to the above findings dealing with the explicit research hypotheses, there were also some observations which deserve mention.

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<sup>11</sup>Amitai Etzioni, "Human Relations and the Foreman", The Pacific Sociological Review Vol. 1 (1958) pp. 37 - 38.

<sup>12</sup>Melville Dalton, Men Who Manage, New York: John Wiley and Sons, Inc., 1959.

1. Although loyalty did not vary uniformly throughout the organization, the "alternate level" hypothesis did tend to hold at the extreme ends of the organization.

It was in the middle where it tended to break down.

2. The responses to the direct explicit expression of loyalty were higher than the score on loyalty inferred from the indirect measures of the concept. Thus, it appears that although a subordinate may feel he is loyal toward his superior, his behaviour and attitudes expressed in more indirect fashion are often at variance with the direct measure. Thus, one may expect to find inconsistency in behavioural analysis.

To conclude this section of the chapter, I would like to quote a comment submitted by one of the respondents. Although I did not statistically prove that loyalty will vary uniformly throughout the hierarchy, the following comment was submitted by a respondent at one of the extreme ends of the hierarchy. "In our department if there is any trouble with the Supervisor, it is very rarely his fault. Should there be a question about something, the lowest Supervisor has to go with this to his next boss and this boss also has to go higher up etc. The higher bosses, in my opinion, do not know the practical side of our job and can see it only theoretically, which does not help us very much. Also, because the lower Supervisors have to ask

the higher ups, things hardly get changed, because the lower bosses are afraid to bother the higher ups".

Thus, from this comment, it would seem that a supervisor would be able to gain the loyalty of his subordinates without hierarchical independence if the subordinates feel that it is because the "higher ups" prevent a change in the working environment.

#### A Comment on the Theoretical Definition

I would suggest that the Blau and Scott definition of loyalty may be too narrow. Although I found there to be no difference which definition was used in accepting or rejecting the proposed hypotheses, I found that in some circumstances I was able to reject the null hypothesis with more statistical confidence using the proposed composite measures of loyalty.

It seems that when a subordinate contemplates a transfer, he considers other factors than merely those pertaining to his present superior. For example, there is the question of social contacts within the present work group, the present location of one's desk or office, and if a move with a superior means a move outside the present area of employment, there is evidence to suggest one also considers the transportation problem and/or the problem of moving to a different area. Consequently, because a subordinate might indicate he would not want to remain under

the influence of his present superior, it would not necessarily follow he would exhibit qualities of an unloyal subordinate, or that his superior does not utilize supervisory practises which induces loyalty in a subordinate.

### Suggestions for Further Research

During my review of the literature it came to light that the concept of loyalty is a relatively new variable in the analysis of organizational behaviour. Consequently, my suggestions will concentrate on those aspects of operation which organizations analyze to better able them to meet their objectives.

First of all, it would be useful to compare Etzioni's classification of complex organizations amongst themselves.<sup>13</sup> Namely, does the amount of felt loyalty vary according to the type of organization which is investigated: normative, coercive and utilitarian organizations? Further, would the form in which the final product or service which the organization presents to the community affect the subordinate loyalty to a superior? That is, would work activity in groups as opposed to assembly line methods of production have an effect upon a subordinate's felt loyalty to his superior?

A second research proposal would concern itself with an explanation and perhaps prediction of the occurrence of

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<sup>13</sup>Amatai Etzioni, A Comparative Analysis of Complex Organizations, The Free Press of Glencoe, Inc., 1961.

employee turnover. It would seem that those superiors who command the loyalty of their subordinates would not experience the same degree of subordinate turnover as those superiors who do not command the loyalty of their subordinates.

In view of the fact that one of the main objectives of most business organizations is the optimization of profits, it may be well to relate loyalty to productivity. It would not make much economic sense to undertake programs which may induce loyalty of subordinates to their superiors if it would not show up in terms of greater productivity or reduced operating costs (turnover, absenteeism and quality).

My final suggestion for further research would be one which would cover quite a lengthy period of time. In analyzing organizational behaviour it may be useful to predict the changing orientation of superiors as their perception of potential advancement opportunities change. Does a supervisor change his methods of supervision and/or become attached to his superior as he starts "bucking for promotion"? Relating this to the second research suggestion, could it be that those groups experiencing the greatest turnover are supervised by ambitious superiors who have been over-looked in their attempts for promotion? Perhaps in their attempts to gain promotion

they are using supervisory practises which do not induce subordinate loyalty. (However, this may or may not matter in the least if loyalty has no effect on output or turnover.)



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