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ORGANIZATIONAL CHARACTERISTICS, ALIENATION, AND ATTITUDES
TOWARD EMPLOYEE THEFT, ALCOHOL ABUSE, AND DRUG ABUSE: IS
THERE A PATTERN?

City University of New York

PH.D. 1981

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Organizational Characteristics, Alienation, and Attitudes
Toward Employee Theft, Alcohol Abuse, and Drug Abuse:
Is There a Pattern?

by

Martin Markowitz

A dissertation submitted to the Graduate Faculty
in Business in partial fulfillment of the requirements
for the degree of Doctor of Philosophy, The City
University of New York.

1981

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This manuscript has been read and accepted for the
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Abstract

Organizational Characteristics, Alienation, and Attitudes
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Is There A Pattern?

by

Martin Markowitz

Adviser: Professor Abraham Komman

This research tests a proposed causal model relating organizational and job characteristics, alienation, and attitudes toward employee theft, alcohol abuse, and drug abuse. A sample of 292 employees from 12 organizations in the New York - New Jersey area completed a questionnaire which measured the structural components of centralization and formalization, the alienation dimensions of self-estrangement and powerlessness, and attitudes toward employee theft, alcohol abuse and drug abuse. An alcoholic screening instrument (the CAGE) was also included in the questionnaire.

Path analysis findings indicate that job characteristics are negatively related to feelings of self-estrangement and self-estrangement is positively related to all measured attitudes including the CAGE.

Marital status and sex of the respondent are also related to the CAGE while age of the respondent is related to attitudes toward employee theft. Correlational support for the relationships between centralization and powerlessness, job characteristics and powerlessness, as well as between powerlessness and attitude toward employee theft are also presented. The need for increased emphasis on job enrichment is suggested.

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Chapter 1

PROBLEM

Alcoholism, drug abuse and employee theft pose major problems to American organizations. Several factors, however, militate against the widespread recognition and/or acknowledgement of these problems. Included among these factors are a social and moral stigma associated with these problems as well as concealment of the problems by lower and middle level management. Many companies have programs that deal with the alcoholic employee and, to a lesser degree, the drug abuser. Management that considers itself "progressive" views these problems as diseases that can be cured and problems, when detected, are handled discreetly. Employee theft is the least frequently discussed, or admitted, among these problems although its consequences are comparable.

The severity of these problems is indicated by the following:

1. Losses due to white collar crime are \$40 billion annually (Sparks, 1978).
2. Losses due to alcoholism are estimated to be between

\$10.7 and 20.7 billion annually (Cline, 1975).

3. There are an estimated 4.5 million problem drinkers at work with a resulting impairment of one fourth to one half of their effectiveness (Cline, 1975).
4. "Alcoholism is the primary cause of 50% to 70% of all performance problems" (Gomez, 1978, p. 114).
5. Four percent of all employed workers use marijuana on a regular basis and one percent use it at work (Carone and Krinsky, 1973)
6. One tenth of one percent of all workers (about 10,000) use methedrine while at work (Carone and Krinsky, 1973).

While the magnitude of the above data may be questioned, they do reflect the enormity of the problem facing American organizations today.

The data presented above show the effects of alcoholism, drug abuse, and employee theft on American organizations. Programs that are created to attenuate or eliminate these problems are reactive in nature; they treat the problem after its discovery. In the case of alcohol and drug abuse programs early identification and discreet treatment are the general procedures. Programs instituted when theft is suspected rely on control. In order to control employee theft most companies depend

upon traditional accounting procedures as well as increased controls on, and monitoring of, employee behavior. Anti-theft programs are usually coordinated by company security. The losses due to theft are reflected in accounting statements under the heading of "shrinkage" or some other similarly ambiguous title. These programs make the assumption that the problems have their bases solely in the character of the employee. The programs are thus reactive and control oriented.

Given the widespread occurrence of these problems, one must wonder whether there is something inherent in the organizations themselves that precipitates these problems in specific individuals. The reactive control approach treats symptoms but not the causes. We must determine whether these problems are dysfunctional consequences of organizations that have not evolved to deal with people in contemporary society. Are organizations unknowingly contributing to the creation of their own problems?

Most responses to problems posed by alcohol, drugs, and employee theft are based on a control model. The assumption that is made is that these behaviors are inherent in particular individuals and arise in the work

setting because of lessened structural and/or social controls. An alternative model which has been used in an attempt to seek the causes of alcoholism is called the structural strain model. This model posits that "occupational stresses lead to alcoholism" (Casper, 1979, p. 869). This model has not been sufficiently investigated. What is needed is an investigation of this model to include identification of structural (input) variables, process variables, and outcome behaviors. If the structural strain model and the control model are incorporated, a better understanding of the causes and enactment of deviant behaviors will be achieved. We could then begin to comprehend the way organizations precipitate some undesirable forms of behavior in given individuals.

Chapter 2

Organizational Influences on Employee Theft, and Alcohol and Drug Abuse

Employees who use alcohol or drugs to the extent that job performance is impaired, and employees who steal from their company are collectively imposing huge losses on American Organizations. While these behaviors are most likely independent of each other and are, for each person, a unique interaction of several personal and environmental variables, their commonplace occurrence in American organizations leads one to explore the possibility that employee attitudes toward these behaviors are, in part, responses to organizational influences. Organizational factors may contribute to these attitudes via the arousal of feelings of alienation in the employee.

Alienation

Seeman(1959) identified five different types of alienation. Different forms of alienation may result from different organization factors and the attitudes under investigation may be responses to, or manifestations of, various combinations of alienation forms. One dimension of alienation identified by Seeman

was self-estrangement. Self-estrangement results from engaging in behaviors that do not serve to express the individual's true values or needs. The reason the employee works is based upon information generated by external sources such as the organization or society. Apparent rewards of work are not seen as such by the self-estranged employee. The use of drugs or alcohol may be seen as a way to either remove the individual from an anxiety prone situation, to inject a satisfying component into the job, or perhaps to express contempt for the job. These may be ways of coping with feelings of self-estrangement. The coping function of alcohol has been supported by Pearlin and Radabaugh(1976).

The idea that alcoholism and drug abuse are responses to alienation is accepted among researchers in the field. Brisolara (1979) notes that "boredom, rebellion, and hostility can play a role in the development of a drug problem"(p. 62). Trice and Roman (1972) believe that a lack of a sense of personal fulfillment, in addition to sheer boredom, pressure one toward deviant drinking. In describing "job based risk factors" which are features of the job that reinforce the continuation of "deviance", Cline (1975) and Trice and

Roman (1972) include monotony and alienation of assembly line manufacturing as well as low structural visibility. This latter characteristic results in an absence of clear goals against which to measure performance. "Not only can the employee 'get away with' lower performance, but he himself suffers from ambiguity of not knowing where he stands with his job and his organization"(Cline, 1975, p. 9).

Powerlessness, another form of alienation identified by Seeman(1959), describes the feeling that one has no control over the events in life that matter. Levy, Reichman, and Herrington(1979) concluded that alcoholics perceive themselves as having significantly less power(ie. a greater sense of powerlessness) than do non alcoholics. McClelland, Davis, Kalin, and Wanner(1972) determined that the heavy drinker is concerned with personal aggrandizement(p.186) and that drinking increases feelings of power(p.196). They concluded "(w)hatever makes power important or salient... may lead to an accentuated power concern in some men which leads them to drink to increase their sense of personalized power"(p.335). Thus, a worker in an organization who perceives himself as having little or no control over

work related events (high powerlessness) may be more likely to focus upon this aspect causing an increase in the power concern. This may lead to an increase in alcohol consumption in order to increase the employee's sense of personalized power.

Deci (1976) suggested that people are intrinsically motivated to engage in behaviors that allow them to feel competent and self determining. Deci posited that a situation which provides too much challenge for an individual to feel competent and self determining will motivate the individual to seek another situation that provides a challenge which can be handled (Deci, 1976, p. 63). An organization that creates feelings of powerlessness may be an example of the former type of situation and may cause employees to react against their loss of freedom. This "will certainly manifest itself in people's trying to get the greatest rewards from the organization while giving the least effort to the organization" (Deci, 1976, p. 222). One such way of accomplishing this and feeling competent and self determining is by theft of organizational property. McClelland et al. (1972) support this contention suggesting that "personalized power concerns may express

themselves in crime"(p.197).

Organization Structure

These feelings of alienation that may be precursors to attitudes toward employee theft and attitudes toward people whose performance is influenced by alcohol or drugs may be generated, in part, by characteristics of organizations. The idea that organizational factors can cause alienation is not new. Marx postulated and Kornhauser (1965) supported the idea that hierarchical control, routinization and specialization lead to alienation. Korman (1977) suggested that this relationship is not confined to blue collar workers but can be found in many other, higher level, jobs.

Loss of control over one's work has been shown to be associated with a feeling of alienation. Faunce (1958) found that automobile workers who felt a loss of control over their work pace were alienated. Blauner (1965) found strong feelings of powerlessness in industries where workers had little control over their work conditions. Udy (1965) determined that alienation increased among professional staff members when a rigid, bureaucratic hierarchy existed.

The idea that structure is related to alienation

among professionals is supported by the work of Pearlin (1962) who found that powerlessness was greater when the authority structure was too rigid and Miller (1967) who found that the degree of self-estrangement among scientists and engineers was related to the degree of organizational control. Alutto and Belasco (1972) found that teachers who were denied an opportunity to participate in decision making revealed high levels of militant attitudes about strikes in addition to high levels of absences and latenesses, which were possible indications of alienation.

In examining the relationship between organizational factors and alienation, a greater understanding will be achieved if specific dimensions of the organization are examined. Hall (1966) demonstrated that analyzing bureaucratic organizations along independent dimensions was feasible and practical. One such dimension of an organization is formalization. The dimension of formalization includes "statements of procedures, rules, roles... and operations of procedures, which deal with (a) decision seeking (application for capital, employment, and so on) (b) conveying of decisions and instructions (plans minutes, requisitions, and so on) and

(c) conveying of information, including feedback"(Zey-Ferrell, 1979, p. 199). Any patterned rule or procedure which is part of an organization is said to be formalized.

A second dimension of organizations is centralization. Centralization has two aspects; (1) Hierarchy of authority and (2) Participation in decision making. The former refers to the degree that the authority to perform an activity rests with people in the organization hierarchy. The latter refers to the degree to which organizational decision making is relegated to higher levels in the organization.

Aiken and Hage (1966) found that alienation from work and alienation from fellow workers which they called alienation from expressive relations were positively related to the organizational dimensions of formalization and centralization. Blazovsky (1977), in a replication of the Aiken and Hage work, using teachers as subjects, generally supported the previous findings. Wilensky (1966) noted that among the best predictors of work alienation were " a work situation and an organizational setting that provide little discretion in pace and schedule, and a tall hierarchy above (low freedom, high

pressure)"(p. 143). These predictors are comparable to formalization and centralization.

Formalization and centralization tend to remove individual input from organizational functioning. The greater the perceived centralization and formalization, the less meaningful the individual perceived his or her presence in the organization. In addition, formalization is a dimension by which the organization assures the reliability of employee behaviors. This tends to cause displacement of goals where rules and procedures become ends and absolutes (Merton, 1968). The job is of no real value to the employee.

Job Characteristics

The foregoing suggests that perceived structural characteristics may affect on workers' attitudes. In addition to organizational structure, perceived characteristics of the employee's job could contribute to feelings of alienation (Beck, 1974). Boring, routine, and unchallenging jobs may have a detrimental effect on some employees. Sheppard and Herrick (1972) found that alienation was associated with the perceptions that there was little or no ability to learn on the job, little or no use of employees' potential ideas or skills and low

responsibility. Seeman (1976) sees the movement to enrich jobs as an attempt to deal with self-estrangement at work. The job that does not allow personal input via the use of personally valued skills does not provide a feeling that Argyris(1971) describes as essentiality, a concept whose antithesis appears to be self-estrangement.

It is then possible that perceived job characteristics and perceived organizational characteristics influence feelings of self-estrangement and powerlessness which, in turn, may influence employees' attitudes toward theft of organizational property and attitudes toward the use of alcohol and drugs. This adopts a perspective similar to the structural strain model of occupational drinking identified by Cosper(1979). This model proposes that "occupational stresses lead to alcoholism"(Cosper, 1979, p. 869). An alternative to this is the social control approach. Beyer and trice(1980) note that:

"(t)he strategies underlying job based policies were developed to capitalize on social controls present in workplaces and in employer-employee relationships...They (the strategies) assume that much of human behavior is the result of external

social controls that spell out the behavior expected of any person in a given role, regardless of personality"(p.5).

It is when the social controls are no longer effective and as Cospers(1979) says, employees "are not kept in line"(p.869), that deviant drinking and drug use occur. Since most programs are reactive in nature (ie. they do not take effect until a problem is identified) organizations must rely on either social controls or on an individual's internal controls to prevent a problem. Therefore, anything that diminishes these controls will enhance the likelihood of a problem. Identification, then, of any attenuating factors will provide a greater understanding of the relationships under investigation.

Anonymity

One such factor may be the employee's perception that there is a reduced probability that he/she will be identified as responsible for any negative consequences of undesirable behaviors. Two mechanisms that may aid in this perception are feelings of anonymity and altered responsibility.

Studies investigating the relationship between anonymity and transgressive behavior have yielded

conflicting results. Cannavale et al. (1970), Festinger et al. (1952), and Gergen et al. (1973) reported a positive relationship between deviant behaviors and anonymity. Diener (1976) found no anonymity-deviant behavior relationship and Zimbardo (1970) reported a positive and a negative relationship in different samples. It is apparent that anonymity, per se, does not lead to deviant behaviors. Penner and Hawkins (1971) view anonymity as having different levels or degrees which are determined by figuring out from whom and/or how many people the potential perpetrator is anonymous. The most probable reason for conflicting results in this area is that anonymity permits the individual to act once another condition has predisposed him to do so. Anonymity alone does not result in negative behavior.

Responsibility

Altered responsibility is an employee's perception that he/she is simply following orders or acting in someone else's behalf and, although he/she may be the perpetrator of some undesirable behavior, another person is actually responsible. When responsibility is perceived to be shifted to several other people it is referred to as diffused responsibility. Bandura,

Underwood, and Fromson(1975) posit that "(b)y displacing responsibility elsewhere, people need not hold themselves accountable for what they do and are spared self-prohibiting reactions" and "(e)xemption from self censure can be facilitated by diffusing responsibility for culpable behavior"(p.225).

The relationship between altered responsibility and deviant behavior has received strong research support from Diener et al.(1975), Mathes and Kahn (1975), and Milgram (1963). Altered responsibility may also contribute to the "bystander effect" which is a suppression of socially desirable behavior. Darley and Latane (1968) found that the amount of helping behavior was negatively related to group size.

The results presented above regarding anonymity and altered responsibility help explain why reliance on social control may not be effective in preventing problems associated with alcohol, drugs, or employee theft. It assumes that an individual will engage in deviant behavior more frequently when he perceives the likelihood of detection and/or punishment is lessened. This is a field explanation of deviant behavior. It explains the enacting of deviant behavior by identifying

the forces in the current situation that enhance the occurrence of these behaviors. The structural strain orientation identifies conditions that precede these behaviors; it provides a causal explanation.

The model being proposed is comprehensive in that it relates different organizational factors to different types of alienation and relates these alienation types to deviant behaviors as well as providing an explanation for the conditions that may enhance the enacting of these behaviors. In essence, it combines the structural strain and social control approaches. This model (see Figure 1) outlines a sequence of events and relationships that may culminate in deviant behaviors.

Portions of this model have been suggested. Argyris (1971) in his intervention theory, posits that specialized and fractionized jobs in organizations where responsibility for planning and controlling the work, issuing orders, evaluating performance, dispensing rewards and punishments, and hiring and firing is vested in top management, and not in the hands of the workers, will have detrimental effects. The probable forms of these effects include absenteeism, turnover, aggression toward the top, and goldbricking. The behaviors of

theft, alcohol abuse and drug abuse may logically be included among these effects.

The empirical research into the bases of employee theft, alcoholism, and drug abuse is almost nonexistent. Lieberman (1977) has determined that the percentage of firms with a large population of problem drinkers (defined as 4% or more of the organization's employees) is positively related to the size of the organization. In the same study, Lieberman determined that workers classified as executives or professionals were "underrepresented among problem drinkers" (p. 38), which may be the result of more meaningful jobs and a diminished sense of alienation; it may also be the result of a greater ability to hide the problem. In his investigation of the construction trades, Caplovitz (1978) reports that the frequency of alcoholism and drug abuse at work is positively related to the size of the work group.

There appears to have been no systematic attempt to determine the basis of employee theft. People in responsible positions rarely admit they have a theft problem, precluding the possibility of investigations. Organizations do not appear to keep records of this type of information (that are accessible to the researcher).

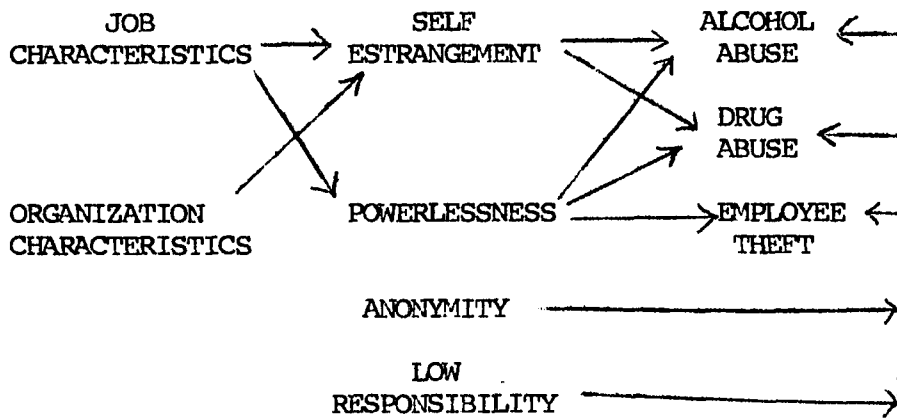


Figure 1. Comprehensive model of Employee Theft and Alcohol and Drug Abuse.

Chapter 3

HYPOTHESES

The foregoing discussion suggested a relationship among organizational/job characteristics, alienation, and attitudes toward alcohol use, drug use, and employee theft. A pattern of interrelationships among these variables was also proposed in the form of a model. In order to gain an understanding of the relationships and proceed in an orderly manner to a model of interrelationships, this chapter will be divided into three basic sections. The first section will consist of hypotheses of relationships between variables to be included in the final model, the second section will propose possible moderating effects of anonymity and perceived job responsibility on alienation-dependent variable relationships, and the third section will propose a test of the suggested model.

Direct Relationship Hypotheses

Role of Formalization

An organization that is highly formalized will be more likely to regulate the behaviors of its members. It

will try to assure the response reliability via highly structured rules and procedures which may remove individual input and substitute a mechanical conformity to the worker's organizational behavior. In Merton's (1968) terminology, there will be a displacement of goals where rules and procedures will become ends in and of themselves. This may not reflect the employee's needs or values and possibly result in a feeling of self-estrangement. Based upon this possible sequence of events, the following hypothesis is proposed:

Hypothesis 1: Perceived formalization will be
positively related to alienation

This hypothesis may be separated into the following hypotheses for investigation:

Hypothesis 1A: Perceived formalization will be
positively related to self-
estrangement

Hypothesis 1B: Perceived formalization will be
positively related to powerlessness.

Role of Centralization

Centralization is an organizational characteristic that measures the degree to which power is consolidated

at higher organizational levels. Aiken and Hage have provided support for the relationship between centralization and alienation. The more the power in an organization is perceived to be consolidated at higher levels, the greater the likelihood the employee will experience a sense of powerlessness. Based upon this rationale, the following hypothesis is proposed:

Hypothesis 2: Perceived centralization will be positively related to powerlessness.

Role of Job Characteristics

The job is the aspect of the organization with which the employee has the most direct contact and it is therefore likely that characteristics of the job will influence the employee's behavior. Hackman and Lawler (1971) identified five core dimensions of the job which they believed were the psychological dimensions around which the employee structures his observations of the job. Of these dimensions, variety, significance, feedback, and autonomy may be associated with feelings of self-estrangement. Variety refers to a number of different skills and talents used by the employee on the job. Significance refers to the perceived importance of

the job. Jobs requiring a variety of skills and are perceived as important would probably be less likely to create feelings of self-estrangement. By using one's valued skills in something one sees as important one is more likely to be involved and less likely to be self-estranged.

Two other job characteristics, feedback and autonomy, are probably associated with self-estrangement. Feedback from the job permits the employee to have knowledge of the results of his work activities. If feedback is missing, it becomes difficult, if not impossible, to alter behavior and increase performance. If performance cannot be improved it is likely that the employee will not be able to effectively utilize his valued skills on the job and the activities will be valueless to the employee and may lead to a sense of self-estrangement.

Based upon the above rationale, the following hypothesis will be investigated:

Hypothesis 3: Perceived core job characteristics will be negatively related to self-estrangement.

More specifically, the following hypotheses will be

tested:

- Hypothesis 3A: Perceived job variety will be negatively related to self-estrangement.
- Hypothesis 3B: Perceived job significance will be negatively related to self-estrangement.
- Hypothesis 3C: Perceived job autonomy will be negatively related to self-estrangement.
- Hypothesis 3D: Feedback from the job will be negatively related to self-estrangement.
- Hypothesis 3E: Feedback from agents will be negatively related to self-estrangement.

Perceived autonomy allows the individual to have a sense of responsibility for the outcomes of the job. It also permits the employee to have a sense of control over the job. A lack of control will be more likely to create or reinforce a sense of powerlessness in the employee. The employee who experiences autonomy will have a sense of responsibility for the outcomes of the work. This relationship is supported by Hackman and Oldham(1980).

Based upon this, the following hypothesis will be investigated:

- Hypothesis 4: Perceived job autonomy will be

negatively related to powerlessness.

Role of Self-estrangement

Employees who experience a sense of self-estrangement do not perceive what they are doing in the organization as a reflection of their values, norms, or personality. Their work is separated, or alienated, from them. This lack of congruence between the person's actions and values will cause distress in the individual that is difficult to eliminate. In order to reduce this distress the employee may turn to artificial means such as alcohol or drugs. The use of alcohol or drugs to reduce the distress resulting from self-estrangement may be enhanced by personal predispositions, cultural background, and/or social norms. The use of alcohol as a coping device has been supported elsewhere.

More specifically, if self-estranged individuals do perceive the consumption of alcohol as a means of coping, then these individuals will be more likely to consume alcohol in amounts that would reduce their stress. Assuming these amounts are larger than would be the case under "normal" consumption, individuals would be more likely to become dependent on alcohol and become

alcoholics.

If alcohol and drug use are perceived by self-estranged individuals as means of coping, these individuals would probably be more likely to express positive attitudes toward employees whose performance may be influenced by alcohol or drugs. This is not to say that self-estranged workers would perceive alcoholism or drug abuse as acceptable behaviors but rather they would have an understanding of what the others are experiencing and they would be likely to project their feelings of self-estrangement to them and perceive other's actions as logical results of these feelings. This may also be a reflection of an enhanced predisposition to engage in these behaviors if other inhibitory attitudes are diminished.

Based upon this, the following hypothesis will be investigated:

Hypothesis 5: Self-estrangement will be positively related to attitudes toward alcohol and drugs.

To test this hypothesis, the following sub-hypotheses will be tested:

Hypothesis 5A: Self-estrangement will be positively related to measures of alcoholism.

Hypothesis 5B: Self-estrangement will be positively related to attitudes toward people whose performance is influenced by alcohol.

Hypothesis 5C: Self-estrangement will be positively related to attitudes toward people whose performance is influenced by drugs.

Role of Powerlessness

Employees who feel a sense of powerlessness may seek to compensate for this feeling by some sort of perceptual distortion. McClelland, et al. (1972) concluded that alcohol consumption increases feelings of power. It is therefore likely that employees experiencing this form of alienation would more likely to view alcohol consumption in a more positive manner. They would therefore be more likely to consume alcohol either more frequently and/or in greater amounts and this may enhance the likelihood of becoming dependent on alcohol.

Employees who look favorably upon alcohol

consumption, or at least accept it as a part of daily life, may be more likely to project their feelings to employees who are consuming alcohol. This may manifest itself in a more lenient attitude toward employees whose job performance is adversely affected by alcohol consumption. This rationale leads to the following hypothesis.

Hypothesis 6: Powerlessness will be positively related to attitudes toward alcohol and drugs.

In order to investigate the above hypothesis, the following sub-hypotheses will be tested:

Hypothesis 6A: Powerlessness will be positively related to measures of alcoholism.

Hypothesis 6B: Powerlessness will be positively related to attitudes toward people whose performance is influenced by alcohol.

Hypothesis 6C: Powerlessness will be positively related to attitudes toward people whose performance is influenced by drugs.

Deci (1976) suggested that people are intrinsically motivated to engage in behaviors that allow them to feel competent and self determining. A sense of powerlessness conflicts with a person's desire to be self determining. If the individual senses that he is powerless to control his work situation he may react and try to seek rewards in other ways. One of these methods may be the theft of organizational property. Theft may be perceived as challenging as well as rewarding. As Deci notes, this reaction against a loss of control or freedom will "certainly manifest itself in people's trying to get the greatest rewards from the organization while giving the least effort to the organization " (Deci, 1976, p. 222).

Based upon this rationale, the following hypothesis will be tested:

Hypothesis 7: Powerlessness will be positively related to attitudes toward employee theft.

Hypotheses of Moderating Relationships

Role of Anonymity

If employees feel that their behaviors or the outcomes of their behaviors go unnoticed by their peers and/or superiors they may have one less external constraint against engaging in activities that have negative consequences on their performance or the company. This reduction of external social control may enhance the likelihood of an individual who is predisposed to drinking to become an alcoholic.

Anonymity may also result in the perception that one is not important and what one does is also not important. (If one is important, then one is not anonymous.) Negative consequences resulting from poor performance, therefore, are also less important. This feeling may generalize itself to attitudes toward people who do not perform their job well and this would reflect itself in a more lenient attitude toward co-workers whose performance is influenced by alcohol or drugs.

Feelings of anonymity may also result in lower constraints against theft thus providing a seemingly

reduced risk in theft. In addition, if feelings of anonymity carry the implication that what is done by the employee is of no real consequence, the perceived severity of the crime of theft would be reduced in the mind of the anonymous employee. This would result in more lenient attitudes toward theft. Based upon this rationale, the following hypothesis is proposed.

Hypothesis 8: Anonymity will have a positive moderator effect on the relationships between alienation and the dependent variables.

More specifically, the following relationships will be tested:

Hypothesis 8A: Anonymity will have a positive moderator effect on the relationships between self-estrangement and the dependent variables of alcoholism and attitudes toward people whose performance is influenced by alcohol or drugs.

Hypothesis 8B: Anonymity will have a positive moderator effect on the relationship

between powerlessness and the dependent variables of alcoholism, attitudes toward people whose performance is influenced by alcohol or drugs, and attitudes toward employee theft.

Role of Responsibility

Employees who do not believe that they are accountable for their actions on the job or outcomes from the job may be less likely to be restrained from drinking or stealing. Both of these behaviors may reflect negatively on the job but an employee who feels diminished responsibility for these outcomes will not be concerned about them. The blame would be perceived to rest elsewhere.

In addition, employees who perceive diminished responsibility for their activities are more likely to project this feeling to others. In such a case it is likely that they would attach less importance to the negative consequences of a co-worker's poor job performance. It is likely that they would see the poorly performing co-worker as a small part of the overall

picture with only a small part of the responsibility for organizational success. This would manifest itself in more lenient attitudes toward this person with respect to discipline for poor performance resulting from alcohol or drug use. This rationale is the basis for the following hypothesis:

Hypothesis 9: Perceived responsibility will have a negative moderator effect on the relationships between alienation and the dependent variables.

More specifically, the following hypotheses will be tested:

Hypothesis 9A: Perceived responsibility will have a negative moderator effect on the relationships between self-estrangement and the dependent variables of alcoholism, and attitudes toward people whose performance is influenced by alcohol or drugs.

Hypothesis 9B: Perceived responsibility will have a negative moderator effect on the relationships between powerlessness

and the dependent variables of alcoholism, attitudes toward people whose performance is influenced by alcohol or drugs, and attitudes toward employee theft.

Test of a Model

In order to go one step beyond the identification of simple relationships, path analyses will be performed on the data. Path analysis will provide "a proposal of a plausible interpretation of the relationships between variables. In other words, path analysis is concerned with erecting a causal structure compatible with the observed data"(Li, 1975, p.3). The model presented in Figure 1 will be tested by path analysis.

Following the convention for drawing a path diagram, straight arrows between variables identify paths such that the variables at the head of the arrow(s) are said to be determined by the variable(s) at the base of the arrows and two headed curved arrows identify unanalyzed correlations between exogenous variables. An exogenous variable is one whose variability is assumed to be determined by one or more variables outside of the causal

model. Path coefficients will identify the effect a determining variable will have on a predicted variable. Figure 2 identifies the path relationships that will be analyzed. One path diagram will be analyzed for each dependent variable in the study. This will simplify and clarify the relationships under investigation.

As indicated in Figure 2, path analysis will permit the calculation of the direct effects the organization and job characteristics have on the dependent measures as well as their indirect effect via self-estrangement and powerlessness. The direct effect of self-estrangement and powerlessness will also be calculated.

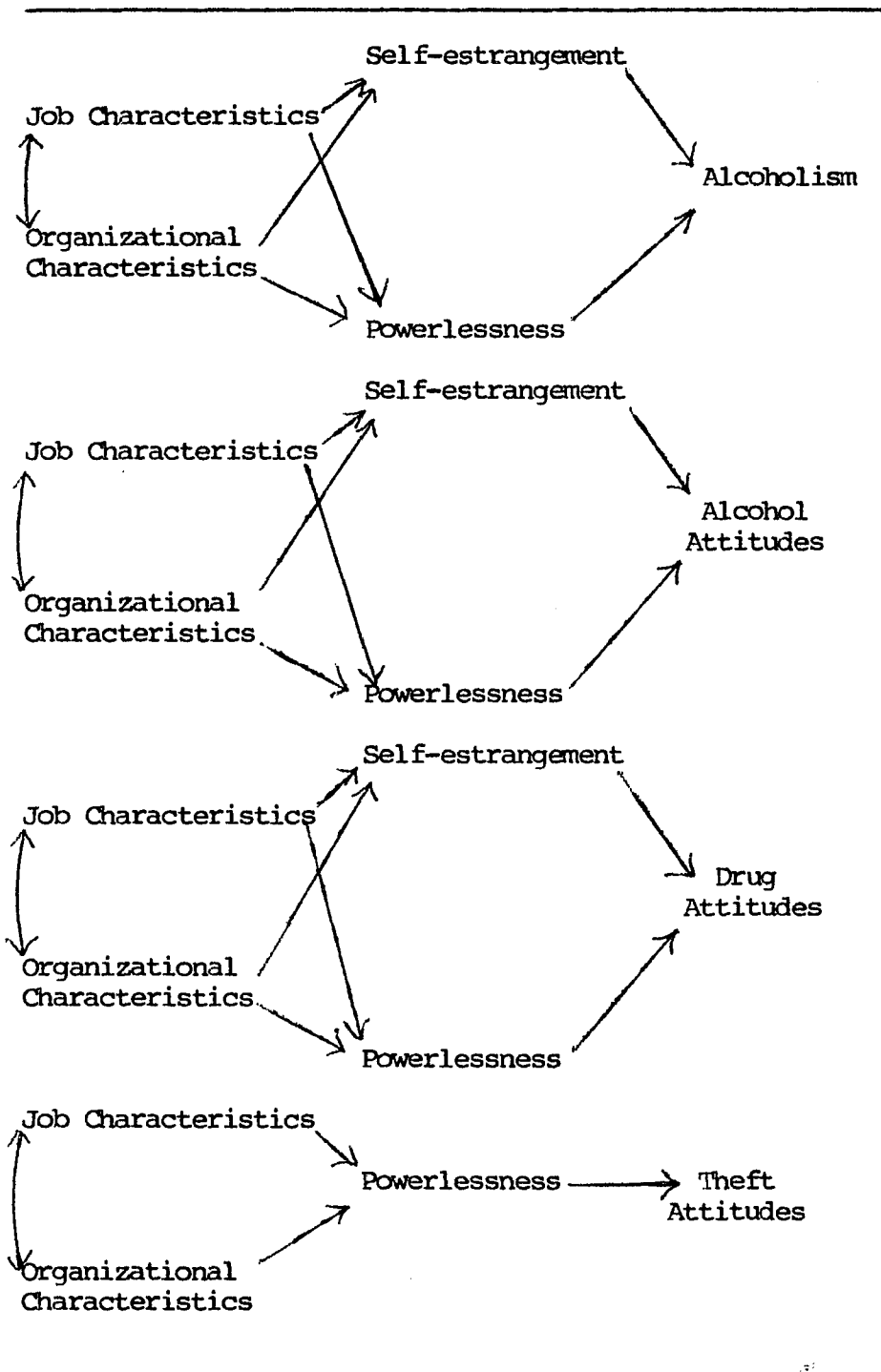


Figure 2. Path Diagrams Derived from the Proposed Model

Chapter 4

METHODOLOGY

Sample

Six hundred and twenty five questionnaires were distributed in 11 different organizations in the New York City, Northern New Jersey, and Central New Jersey areas. Among the organizations were a medium sized hospital and a small New Jersey school district. Each questionnaire was accompanied by a cover letter explaining the purpose of the study and assuring the anonymity of the subject's responses. Questionnaires were returned by the use of an attached stamped envelope addressed to the researcher.

Three hundred and two of the questionnaires were returned. Nine of the returned questionnaires were improperly completed and were missing so much data as to render them useless and were therefore eliminated from the analysis. Another five questionnaires were incomplete but the missing data were exclusively in the demographic variables. These were retained since no data pertaining to the hypothesized variables were affected. The total sample was comprised of 293 respondents with a median age of 33 years and a median annual salary of

approximately \$17,660. The demographic characteristics of the final sample is presented in Table 1.

Formalization and Centralization Measures

The measures of formalization and centralization were the same measures developed and used by Aiken and Hage(1966). The measure of formalization was a fifteen item instrument having four alternatives for each item ranging from definitely true to definitely false. This instrument assessed five dimensions of formalization: 1. job codification, 2. rule observation, 3. rule manual, 4. job description, and 5. specificity of job descriptions. The centralization instrument measured two dimensions: 1. participation in decision making and 2. hierarchy of authority. The index of participation in decision making is a four item scale with five response alternatives for each item ranging from always to never. The hierarchy of authority scale had five items each with four response alternatives ranging from definitely true to definitely false.

Construct validity and reliability of these scales was assessed by Dewar, Whettan, and Boje(1980) who examined previous research that utilized both the formalization and centralization measures. They did not

Table 1
Demographic Characteristics of Total Sample

	n	Percent
Sex		
Male	133	45.5%
Female	159	54.5
Marital Status		
Married	192	65.8
Unmarried	100	34.2
Education		
Less than high school	12	4.1
High School Diploma	59	20.2
Some College	78	26.7
Associates Degree	22	7.5
Bachelors Degree	88	30.1
Masters Degree	24	8.2
Doctorate	9	3.1
Age		
Under 20	4	1.4
20 - 29	108	37.9
30 - 39	91	31.9
40 - 49	42	14.7
50 - 59	31	10.9
60 and older	9	3.2
Annual Salary		
Under \$10,000	25	8.7
\$10,000 - 19,999	156	54.0
\$20,000 - 29,999	76	26.3
\$30,000 - 39,999	23	8.0
\$40,000 - 49,999	9	3.1

examine the rule manual and job description dimensions. To assess construct validity, they compared median interitem correlations for each dimension with median off diagonal correlations. Off-diagonal correlations were the correlations between items for a specific dimension and items for all other dimensions in all other scales. Item values were "a simple mean of all respondents' scores to create organizational scores"(Dewar, 1980, p. 121). There was an attempt to measure what may be termed "true" organizational dimensions. The reliability of these dimensions was assessed by using the alpha coefficient. In addition, test-retest reliabilities for the scales were obtained specifically for this study.

Alpha reliabilities for the centralization subscales ranged between .70 and .96. Test-retest reliabilities for the participation in decisions and hierarchy of authority were .95 and .92 respectively. Reliabilities were accepted as adequate. Construct validity data from Dewar et al. indicated that "both sets of items (subscales) have high degrees of convergent and discriminant validity"(P. 125).

Alpha reliabilities for the formalization subscales ranged from .67 to .96 with the exception of the

specificity of job descriptions subscale in one instance where the reliability was .45. Test-retest reliabilities ranged between .62 and .83. Reliabilities for these scales were accepted as adequate.

Construct validity data for the formalization subscales showed interitem correlations (ranging from .22 to .92) always greater than off diagonal correlations (ranging from .19 to .69). The magnitude of the differences was not always large and this led Dewar et al. to conclude that the formalization subscales did not appear to have high degrees of convergent and discriminant validity. In their attempt to assess 'organizational scores' by analyzing only mean item values, Dewar et al. may have overlooked the perceptual nature of their measurements and may have attenuated perceptual relationships. The general pattern of their results, coupled with the support of theoretically derived hypotheses where this instrument served as the operational measurement (Blazovsky, 1977, Aiken & Hage, 1966) provided support for the use of this instrument in this study.

Job Characteristics

A modified Job Diagnostic Survey (JDS) was used to

measure the job characteristics of variety, significance, autonomy, and feedback. The JDS short form from which the questions were taken, had two sections that measured the job core dimensions. The first section was a seven item scale with each item measuring a separate dimension along a seven point graphic rating scale with benchmarks at the extremes and the midpoint. The second section was comprised of fourteen statements which describe a job. The incumbent assessed the accuracy of each statement in describing his/her job by writing a number in the blank next to each question. The range of responses was from 1 to 7 corresponding to the alternatives of very inaccurate to very accurate. Hackman and Oldham(1975) determined that the internal consistency reliabilities on the long form of the JDS ranged from .59 to .78.

The JDS was deemed to have construct validity based upon the support of theoretically derived hypotheses where the JDS served as the operational measurement of the job characteristics. Normative JDS data reflect differences in the various dimensions among different work groups (Hackman and Oldham, 1930) and Hackman and Oldham (1976) report a median correlation of .65 between job incumbents and observers for the five core dimensions

on the JDS for a sample of 658. In addition, Hackman and Oldham (1976) report strong support for the validity of the job characteristics model for which the JDS provides the operational measure of the core characteristics.

Self-estrangement

The self-estrangement measure used by Korman, Wittig-Berman, and Lang (1978) was used to measure this form of alienation. The scale comprised of five items each with five alternatives ranging from completely agree to completely disagree. Validity of this measure was based upon its relationships to an error choice measure used in the same study. This scale demonstrated a test-retest reliability of $r=.84$.

Powerlessness

The measure developed by Pearlin and reported by Price (1972) was used to measure powerlessness. This instrument was a four item Guttman scale that had a coefficient of reproducibility of .91 and has been successfully been used as an operational measure by Pearlin (1962). Pearlin's research results using this instrument "appear to be consistent with other research which has investigated the structural conditions that

produce alienation from work"(Price, 1972, p.29).

Validity of the Alienation Measures

Since the available validity data on the measures of alienation were weak, at best, it was considered prudent to provide additional validity support. Such support was sought by measuring the convergent and discriminant validity which was assessed by the multitrait-multimethod technique described by Campbell and Fiske(1959). The scales used were administered in a pretest along with a powerlessness scale developed by Shepard(1971) and a self-estrangement scale developed by Miller(1967).

The Shepard powerlessness scale was made up of eight items ostensibly measuring characteristics of work. There were seven response alternatives ranging from minimum to maximum. Item-total correlations were determined by Shepard to range from .40 to .63. A subsequent principal component factor analysis performed by Shepard et al. (1979) generated one factor from the data when American subjects were used.

The Miller self-estrangement measure was a five item Guttman scale with each item having four response alternatives ranging from strongly agree to strongly disagree. Price(1972) offered the confirmation of

predictions made by Miller as evidence of scale validity. The scale had a coefficient of reproducibility of .91.

Results of the convergent-discriminant validation test are shown in Table 2. Using the criteria set forth by Campbell and Fiske(1959) the Korman self-estrangement measure and the Pearlin powerlessness measure were deemed to provide adequate convergent and discriminant validity. Especially encouraging are the high convergent validity coefficient for the self estrangement measure ($r=.78$, $p<.0001$) and the insignificant discriminant validity coefficient between the Korman measure and the Pearlin powerlessness measure($r=.27$, $p<.15$).

Anonymity

Anonymity is a concept that is usually operationalized in research by simply not requiring the subjects to identify themselves, assuring that responses will be kept anonymous or some such procedure. Measures of perceived anonymity from specific people are virtually never used. To assess perceived anonymity in this study two questions were asked. The first question asked respondents to assess the extent to which they feel they are noticed by people who are "in charge" and the second was an assessment of how much they were noticed by people

Table 2
Coefficients used to Assess Convergent/Discriminant
Validity of Alienation Measures

	P1	S1	S2	P2
S1	.59*			
S2	.43	.78*		
P2	.48*	.34	.27	

*p<.01

NOTE: P1 = Shepard Powerlessness Measure
 S1 = Korman Self-estrangement Measure
 S2 = Miller Self-estrangement Measure
 P2 = Pearlin Powerlessness Measure

who work with them. The term "in charge" was deliberately vague and allowed the respondents to identify who has power over them and/or their jobs.

Responsibility

Responsibility was assessed by using six items from the JDS that measure the psychological state of experienced responsibility for the work. This scale was derived from the JDS therefore the validity and reliability data were based upon the same data reported above for the JDS(Hackman and Oldham, 1980, 1976).

Measure of attitude toward employee theft

Attitude toward theft was assessed by presenting the subjects with six hypothetical situations. These situations involved the stealing or unauthorized borrowing of money from a company by some unknown person. This procedure of using hypothetical situations to assess unethical behavior has been used by Rettig and Rawson(1963) and Zimmerman and Krauss(1971). A similar method was used by Shertzer and Morris(1972) to assess ethical conduct of APGA members.

In a pretest of these hypothetical situations five aspects of the situation were varied. The purpose of the pretest was to determine which format would elicit the

most lenient responses toward theft. The five aspects were: 1. The main actor. The main actor was either an unknown employee in an unknown company (other) or the respondent was asked what he/she would do in that situation(self). 2. Importance of need. The money was either for an operation (high need) or to pay a personal debt (low need). 3. Expectancy of Gain. The operation would definitely cure the problem or the debt would be completely paid(high gain) or the operation was risky or the debt would only be partially paid (low gain). 4. Severity of the offense. The situation involved either outright theft (high severity) or unauthorized borrowing(low severity). 5. Detection. The actor either expected to get caught or expected to get away with the offense. Responses were made on a seven point scale ranging from 0 (do not approve) to 6 (definitely approve) with no other benchmarks.

The 32 possibilities were tested on three groups of subjects. One group responded to all 32 situations. A second group responded to the 16 situations that involved the self as the main actor. The third group responded to the 16 situations in which the main actor was an unknown other. The order of presentation of all situations was

varied in all groups. Analyses of variance were performed on the first group's data, the combined second and third groups' data, and all data together.

Results from all analyses indicated the main effects of main actor and importance of need were significant ($p < .01$). All other main effects and interactions were not significant. More accepting attitudes were expressed when the main actor was an unknown employee and when there was high need. The hypothetical situations in this study therefore involved an unknown employee with a high need for the money.

In addition, the response scale was altered. The previous scale contained no benchmarks (except for the terminal points) and gave the appearance of being symmetrical. The responses were restricted to the low end of the scale (toward disapproval) by most respondents. To minimize this restriction of range, an asymmetrical scale with benchmarks was used. This method is used by RCA in their appraisal procedures (Lazer & Wikstrom, 1977). RCA faced a similar problem in that most of their supervisors tended to give that were restricted to the positive ends of the rating scales. The scale used here was a seven point scale ranging from

Totally Disapprove to Totally Approve. The benchmarks provided four levels of disapproving responses, one neutral response, and two approving responses. Table 3 presents interitem and item-total correlations for the six items on the theft attitude scale.

Attitude toward alcohol

Attitude toward alcohol was assessed in two ways. The first way was via hypothetical situations similar to the instrument used to measure attitude toward theft. The situations proposed that a co-worker of the respondent is suspected of becoming dependent on alcohol and some action is currently being considered by management. The respondent was asked to help the superior to what course of action should be taken. The respondent was asked how supportive he/she would be of the co-worker.

There were three situations. The first simply stated that the co-worker was known to frequent various bars. The second stated that increased job pressures were the probable cause of the increased drinking. The third situation stated that personal problems were the probable cause. The second and third situations were presented to determine whether support would change if a

Table 3
 Interitem and Item-total Correlations
 for the Theft Attitude Scale

Item	1	2	3	4	5	6
2	.51*					
3	.87*	.45*				
4	.48*	.51*	.49*			
5	.86*	.51*	.83*	.66*		
6	.81*	.44*	.84*	.61*	.89*	
Total	.91*	.60*	.90*	.71*	.91*	.95*

*p<.0001

reason for the alcohol dependence were suspected. Table 4 presents interitem and item-total correlations for these three hypothetical situations. These data indicated an adequate level of internal consistency.

In addition to the above, an attempt was made to detect people with current or potential drinking problems. To do this, the CAGE questionnaire was included as the operational measure of alcoholism. The CAGE questionnaire was composed of "four questions of a nonincriminating nature" which is deemed to be a sensitive indicator of covert problem drinking (Mayfield, et al. 1974, p.1121). Individual items discriminated between 50 and 87 percent of 142 alcoholics included in a sample of 366 patients.

Attitude toward drugs

Attitude toward drugs was assessed by the use of the hypothetical situation. The hypothetical situations were the same as the ones for alcohol attitude assessment except that taking drugs was substituted for frequenting bars. These hypothetical situations as well as the hypothetical situations used to assess attitudes toward alcohol were presented along with those designed to measure attitude toward theft. They were randomly placed

Table 4
 Correlations Among the Four Variations
 of the Alcohol Attitude Measure

	AL1	AL2	AL3
AL2	.76*		
AL3	.72*	.85*	
ALTOT	.89*	.94*	.92*

*p<.0001

Note: AL1-situation where no reason for the drinking behavior was given.
 AL2-situation where personal problems were identified as the reason for the drinking.
 AL3-situation where job pressures were identified as the reason for the drinking.
 ALTOT-the sum of the above three scores.

among the other situations. Table 5 presents interitem and item-total correlations for these three hypothetical situations.

Demographic Data

Questions determining the demographics of the sample were included in the questionnaire. Questions determining sex, marital status, highest educational level attained, job classification, age, tenure, size of company, and annual salary were presented after all other questions.

All measures are in the appendix.

Table 5

Correlations Among the Four Variations of
the Drug Attitude Measures

	DRUG1	DRUG2	DRUG3
DRUG2	.68*		
DRUG3	.78*	.81*	
DRUGTOT	.89*	.91*	.94*

*p<.0001

Note: DRUG1-situation where no reason for the use
of drugs was given.

DRUG2-situation where personal problems were
identified as the reason for use of drugs.

DRUG3-situation where job pressures were
identified as the reason for use of drugs.

DRUGTOT-the sum of the above three scores.

Chapter 5

RESULTS

Means, standard deviations, and intercorrelations among study variables are presented in Table 6. These data are based upon the total sample of 293 respondents. This chapter also presents the data for the following subgroups: men, women, married, unmarried, young, old, lowpay, and highpay. The subgroup "young" is comprised of those whose age is below the median of 33 years and the subgroup "old" is comprised of those above the median. The subgroup "lowpay" is comprised of those whose salary is below the median annual salary of \$20,000 and the subgroup "highpay" is comprised of those whose annual salary is above the median. In the remainder of this chapter correlational data are presented as tests of the hypotheses and path analysis data are presented as the test of the model proposed earlier.

Role of Formalization

The relationship between formalization and alienation is predicted by Hypothesis 1:

Hypothesis 1: Perceived formalization will be
positively related to alienation

Table 6

Intercorrelation Matrix Among Study Variables

Variable	Mean	S.D.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 Normalization	41.7	7.3	-														
2 Centralization	26.5	7.2	.43*	-													
3 Significance	5.4	1.4	.12	-.24*	-												
4 Variety	5.1	1.4	.00	-.44*	.53*	-											
5 Autonomy	5.3	1.4	-.19*	-.52*	.39*	.50*	-										
6 Feedback-Job	5.0	1.2	-.03	-.36*	.35*	.51*	.44*	-									
7 Feedback-Agents	4.2	1.5	.01	-.19*	.15*	.26*	.26*	.33*	-								
8 Powerlessness	1.0	1.0	.27*	.51*	-.22*	-.33*	-.46*	-.32*	-.24*	-							
9 Self-estrangement	11.1	4.7	.02	.29*	-.27*	-.41*	-.35*	-.34*	-.20*	.39*	-						
10 CAGE	.5	.9	-.10	.03	-.07	-.07	-.14	-.04	-.02	.11	.27*	-					
11 Alcohol Attitude	7.7	2.8	.05	.01	-.02	.02	-.07	-.07	.00	.04	.15*	.18*	-				
12 Drug Attitudes	8.0	2.9	.06	.02	.02	-.01	-.07	-.10	.00	.08	.19*	.12	.83*	-			
13 Theft Attitudes	5.7	6.5	-.06	.13	-.15*	-.15*	-.21*	-.09	-.06	.15*	.29*	.20*	.13	.14	-		
14 Anonymity	4.0	1.3	-.03	.10	-.06	-.07	-.11	-.04	-.22*	.18*	.18*	.10	-.06	-.04	.07	-	
15 Responsibility	11.1	2.0	-.12	-.39	.26*	.44*	.47*	.31*	.20*	-.33*	-.44*	-.19*	-.03	-.06	-.21*	-.13	-

*p<.01

From this hypothesis two subhypotheses are formulated to identify relationships with specific forms of alienation. The predicted relationship between formalization and self-estrangement is:

Hypothesis 1A: Perceived formalization will be positively related to self-estrangement

Correlations between formalization and self-estrangement are presented in Table 7. The total score for formalization is the sum of all of the component dimensions measured by formalization scale. Except for the dimension of rule observation, neither the total formalization score nor any of the dimensions of formalization show a significant relationship to self-estrangement. These data do not support Hypothesis 1A

The predicted relationship between formalization and powerlessness is:

Hypothesis 1B: Perceived formalization will be positively related to powerlessness.

Correlations between formalization and powerlessness are presented in Table 8. The formalization total score

Table 7
Correlations Between Formalization and Self-estrangement

	Group	Self-estrangement								
		Total	Men	Women	Married	Unmarried	Young	Old	Lowpay	Highpay
	n	293	133	159	192	100	160	133	181	103
<u>Formalization</u>										
Total Score		.02	.03	.01	.05	.01	.16*	-.08	.00	.10
Job Codification		.06	.18*	-.02	.11	-.03	.17*	-.04	-.02	.18*
Rule Observation		.20**	.27**	.16*	.19*	.24*	.24**	.15	.14	.32**
Rule Manual		-.10	-.15	-.03	-.05	-.16	-.06	-.13	.00	-.27**
Job Description		-.03	-.06	-.07	-.06	-.03	-.07	-.07	-.02	-.15
Specificity of Job Description		-.04	-.06	.00	-.04	.01	.06	-.11	-.05	-.15

*p<.05
**p<.001

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Table 8
Correlations Between Formalization and Powerlessness

	Group n	Powerlessness								
		Total	Men	Women	Married	Unmarried	Young	Old	Lowpay	Highpay
<u>Formalization</u>	293	133	159	192	100	160	133	181	103	
Total Score	.26**	.20	.27**	.31**	.20*	.32**	.21*	.22**	.28*	
Job Codification	.28**	.23*	.31**	.33**	.20*	.32**	.24*	.34**	.13	
Rule Observation	.29**	.35**	.22*	.35**	.18	.37**	.17*	.19**	.41**	
Job Description	.00	-.06	.00	-.03	-.03	-.02	-.03	.04	-.09	
Specificity of Job Description	.13	.04	.15	.13	.14	.16	.12	.02	.25*	

*p<.05

**p<.001

is significantly related to powerlessness for the sample as a whole and across most subgroups. This appears to result from the strength of the relationship of two dimensions, job codification and rule observation, with powerlessness. These data tend to support Hypothesis 1B. The data presented in Tables 7 and 8 together partially support Hypothesis 1.

Role of Centralization

The predicted relationship between centralization and powerlessness is:

Hypothesis 2: Perceived centralization will be positively related to powerlessness.

Correlations between centralization and powerlessness are presented in Table 9. The total centralization score is the sum of the hierarchy of authority and participation in decisions subscales. The participation in decisions subscale is scored such that a high score indicated high centralization and, therefore, low participation in decisions. All correlations are significant thus supporting Hypothesis 2.

Role of Job Characteristics

Hypothesis 3 predicts the relationship between job

Table 9

Correlations Between Centralization and Powerlessness

Group	Powerlessness									
	Total	Men	Women	Married	Unmarried	Young	Old	Lowpay	Highpay	
n	293	133	159	192	100	160	133	181	103	
<u>Centralization</u>										
Total	.51**	.59**	.44**	.52**	.47**	.52**	.52**	.44**	.54**	
Hierarchy of Authority	.41**	.45**	.36**	.41**	.40**	.49**	.36**	.35**	.44**	
Participation in Decisions	.43**	.46**	.37**	.45**	.39**	.40**	.46**	.39**	.42**	

**p<.001

characteristics and self-estrangement. This hypothesis is:

Hypothesis 3: Perceived core job characteristics will be negatively related to self-estrangement.

Correlations between core characteristics and self-estrangement are presented in Table 10. In order to test Hypothesis 3, separate subhypotheses predicting the relationship between each core dimension and self-estrangement are formulated. The predicted relationship between the core dimension of variety and self-estrangement is set forth in Hypothesis 3A:

Hypothesis 3A: Perceived job variety will be negatively related to self-estrangement.

Correlations between perceived job variety and self-estrangement are significant for the entire sample and across all subgroups. Hypothesis 3A is therefore supported.

The relationship between job significance and self-estrangement is predicted by Hypothesis 3B:

Hypothesis 3B: Perceived job significance will be negatively related to self-estrangement.

Table 10
Correlations Between Job Characteristics and Self-estrangement

	Group n	Self-estrangement								
		Total	Men	Women	Married	Unmarried	Young	Old	Lowpay	Highpay
		293	133	159	192	100	160	133	181	108
<u>Job Characteristics</u>										
Variety		-.42**	-.49**	-.33**	-.41**	-.38**	-.39**	-.40**	-.33**	-.53**
Significance		-.27**	-.31**	-.23*	-.25**	-.24*	-.27**	-.20**	-.25**	-.26*
Autonomy		-.35**	-.51**	-.24**	-.41**	-.26**	-.28**	-.43**	-.27**	-.54**
Feedback-Job		-.34**	-.33**	-.34**	-.33**	-.32**	-.34**	-.34**	-.34**	-.34**
Feedback-Agents		-.20**	-.22*	-.18*	-.19*	-.20	-.19*	-.26**	-.15*	-.31**

*p<.05

**p<.001

Correlations between perceived job significance and self-estrangement are significant for the total sample and for all subgroups thus providing support for Hypothesis 3B.

The predicted relationship between perceived job autonomy and self-estrangement is:

Hypothesis 3C: Perceived job autonomy will be negatively related to self-estrangement.

Correlations between perceived job autonomy and self-estrangement are all significant. Hypothesis 3C is therefore supported.

The relationship between feedback and self-estrangement is divided between two subhypotheses to reflect the different sources of feedback potentially available to the employee.

Hypothesis 3D: Feedback from the job will be negatively related to self-estrangement.

All correlations between feedback from the job and self-estrangement are significant thus supporting Hypothesis 3D.

Hypothesis 3E: Feedback from agents will be negatively related to self-estrangement.

The correlations between feedback from agents and self-estrangement for the total sample is significant but the correlations across subgroups are split. The correlations for the women, unmarried, young, and lowpaid subgroups are not significant. Hypothesis 3E can only be considered partially supported. The support for Hypotheses 3A-3D together with the partial support of Hypotheses 3E do provide support for Hypothesis 3.

The relationship between perceived job autonomy and powerlessness is predicted in Hypothesis 4 and is restated below:

Hypothesis 4: Perceived job autonomy will be negatively related to powerlessness.

Table 11 presents the correlations between job autonomy and powerlessness. All correlations are significant and in the predicted direction thus supporting Hypothesis 4.

Role of Self Estrangement

Hypothesis 5 predicted the relationship between

Table 11

Correlations Between Autonomy and Powerlessness

<u>Group</u>	<u>n</u>	
Total	293	-.46**
Men	133	-.60**
Women	159	-.36**
Married	192	-.39**
Unmarried	100	-.56**
Young	152	-.26**
Old	133	-.48**
Lowpay	181	-.42**
Highpay	108	-.50**

**p<.001

self-estrangement and attitudes toward alcohol and drugs.

This hypothesis is:

Hypothesis 5: Self-estrangement will be positively related to attitudes toward alcohol and drugs.

From this hypothesis, three subhypotheses are formulated to more specifically predict relationships between self-estrangement and the various attitudes under investigation. Hypothesis 5A stated:

Hypothesis 5A: Self-estrangement will be positively related to measures of alcoholism.

Correlations between self-estrangement and dependent measures are presented in Table 12. All correlations between self-estrangement and the CAGE (the alcoholic screening instrument) are significant thus supporting Hypothesis 5A.

Hypothesis 5B: Self-estrangement will be positively related to attitudes toward people whose performance is influenced by alcohol.

Table 12
Correlations Between Self-estrangement, Alcohol, and Theft Measures

Group	Self-estrangement									
	Total	Men	Women	Married	Unmarried	Young	Old	Lowpay	Highpay	
n	293	133	159	192	100	160	133	181	108	
<u>Dependent Measures</u>										
CAGE	.27**	.31**	.24*	.27**	.22*	.16	.36**	.21**	.42**	
Alcohol Attitude	.15**	.25*	.09	.18*	.11	.11	.20*	.14*	.23*	
Drug Attitude	.19**	.34**	.08	.24**	.13	.15	.25**	.19*	.24*	
Theft Attitude	.29**	.38**	.21**	.31**	.22**	.26**	.28**	.26**	.37**	

*p<.05 **p<.001

The correlations between self-estrangement and attitudes toward people whose performance is influenced by alcohol is significant for the entire group but not significant across all subgroups. The women, unmarried, young, and lowpay subgroups do not have significant correlations between these variables. These data partially support Hypothesis 5B.

The relationship between self-estrangement and drug attitudes is predicted by Hypothesis 5C:

Hypothesis 5C: Self-estrangement will be positively related to attitudes toward people whose whose performance is influenced by drugs.

The correlation between self-estrangement and attitudes toward people whose performance is influenced by drugs is significant for the total sample and across most subgroups. Only the women, unmarried, and young subgroups do not have a significant correlation between these variables. Hypothesis 5C is thus partially supported.

Of note is the fact that self-estrangement is significantly correlated with attitudes toward theft for

the sample as a whole and across all subgroups.

Role of Powerlessness

The predicted relationship between powerlessness and the dependent alcohol and drug variables is:

Hypothesis 6: Powerlessness will be positively related to attitudes toward alcohol and drugs.

This hypothesis generated three subhypotheses:

Hypothesis 6A: Powerlessness will be positively related to measures of alcoholism.

The correlations between powerlessness and the alcohol and drug measures are presented in Table 13. The correlation between powerlessness and the CAGE are insignificant for the sample as a whole and across most subgroups. The only significant correlations are for the male and high paid subgroups. These data partially support Hypothesis 6A.

Hypothesis 6B: Powerlessness will be positively related to attitudes toward people whose performance is influenced by alcohol.

Table 13

Correlations Between Powerlessness, Alcohol, and Theft Measures

	Group	Powerlessness								
		Total	Men	Women	Married	Unmarried	Young	Old	Lowpay	Highpay
	n	293	133	159	192	100	160	133	181	108
<u>Dependent Measures</u>										
CAGE		.11	.23**	.12	.05	.19	.09	.13	.10	.25*
Alcohol Attitude		.04	.07	.01	.06	-.04	.09	-.05	.01	.06
Drug Attitude		.08	.12	.05	.13	-.04	.10	.04	.08	.04
Theft Attitude		.15*	.32**	.05	.16*	.10	.21**	.02	.01	.37**

*p<.05 **p<.001

The data are not supportive of Hypothesis 6B; there are no significant correlations between powerlessness and attitudes toward people whose performance is influenced by alcohol.

Hypothesis 6C: Powerlessness will be positively related to attitudes toward people whose performance is influenced by drugs.

There are no significant correlations between powerlessness and attitudes toward people whose performance is influenced by drugs. Hypothesis 6C is not supported. All of the data do not provide adequate support for Hypothesis 6.

The predicted relationship between powerlessness and attitudes toward theft is:

Hypothesis 7: Powerlessness will be positively related to attitudes toward employee theft.

The correlation between powerlessness and attitude toward employee theft is significant for the total sample

but only across three subgroups—men, married, and young. Hypothesis 7 is thus only partially supported.

It is noteworthy that powerlessness and self-estrangement are significantly associated with different variables. This supports the idea that these two forms of alienation are conceptually distinct although in many instances they are highly correlated.

Moderating Relationships

Role of Anonymity

The prediction of Hypothesis 8 regarding the moderating relationship of anonymity is restated below

Hypothesis 8: Anonymity will have a positive moderator effect on the relationships between alienation and the dependent variables.

This hypothesis is subdivided to examine each form of alienation separately.

Hypothesis 8A: Anonymity will have a positive moderator effect on the relationships between self-estrangement and the dependent variables of alcoholism and attitudes toward people whose

performance is influenced by alcohol

Data from two tests of the hypothesized moderator effects, subgroup analysis and moderated multiple regression, are presented in Table 14. Subgroup analysis divides the sample into subgroups based upon the scores of the moderator variable and the correlations among subgroups are compared. To examine the effects of anonymity, two subgroups are compared: the group comprised of those with the lower third of the anonymity scores and the group comprised of those with the upper third of the anonymity scores. The data indicate that anonymity affects only the relationship between self-estrangement and the CAGE (the alcoholic screening instrument).

The second test of hypothesized moderator effects, the moderated multiple regression, examines the increase in explained variance when an interaction term, which is the product of the independent variable and the moderator variable (in this case self-estrangement and anonymity), is introduced into the regression equation. A significant increase in the coefficient of determination indicates a significant moderator effect. Moderated

Table 14

Moderating effects of Anonymity on Self-estrangement-Dependent Variable Relationships

14a Subgroup Analysis			
Dependent Variable	Low Anonymity n = 99	High Anonymity n = 95	Difference
CAGE	.02	.47	.45*
Alcohol Attitudes	.21	.20	.01
Drug Attitudes	.27	.23	.04
Theft Attitudes	.24	.33	.14

14b Moderated Regression Analysis			
	Cumulative R2	Amount of R2 Increment	F (1,291)
<u>CAGE</u>			
Self-estrangement	.074		23.03*
Self-estrangement*Anonymity	.097	.023	7.49*
<u>Alcohol Attitudes</u>			
Self-estrangement	.024		7.22*
Self-estrangement*Anonymity	.035	.011	3.22
<u>Drug Attitudes</u>			
Self-estrangement	.037		11.37*
Self-estrangement*Anonymity	.047	.010	2.78
<u>Theft Attitudes</u>			
Self-estrangement	.035		27.23*
Self-estrangement*Anonymity	.087	.002	.62

*p<.01

regression analysis data are consistent with the subgroup analysis indicating that anonymity moderated only the relationship between self-estrangement and the CAGE. Hypothesis 8A is only partially supported.

Hypothesis 8B: Anonymity will have a positive moderator effect on the relationship between powerlessness and the dependent variables of alcoholism, attitudes toward people whose performance is influenced by alcohol or drugs, and attitudes toward employee theft.

Table 15 presents the data on subgroup analysis and moderated regression analysis testing the moderating effect of perceived anonymity. In all cases, no significant moderator effect of perceived anonymity is present. Hypothesis 8B is not supported.

Role of Responsibility

The moderating effect of perceived responsibility is predicted in Hypothesis 9:

Hypothesis 9: Perceived responsibility will have a negative moderator effect on the

Table 15

Moderating Effect of Anonymity on Powerlessness-Dependent Variable Relationships

15a Subgroup Analysis			
Dependent Variable	Low Anonymity n = 99	High Anonymity n = 95	Difference
CAGE	.03	.18	.10
Alcohol Attitudes	-.01	.07	.08
Drug Attitudes	.01	.18	.17
Theft Attitudes	.18	.14	.04

15b Moderated Regression Analysis			
	Cumulative R2	Amount of R2 Increment	F (1,291)
<u>CAGE</u>			
Powerlessness	.012		3.40
Powerlessness*Anonymity	.021	.009	2.98
<u>Alcohol Attitudes</u>			
Powerlessness	.001		.40
Powerlessness*Anonymity	.004	.003	1.05
<u>Drug Attitudes</u>			
Powerlessness	.007		2.05
Powerlessness*anonymity	.008	.001	.29
<u>Theft Attitudes</u>			
Powerlessness	.021		6.26*
Powerlessness*Anonymity	.021	.000	.07

*p<.01

relationships between alienation
and the dependent variables.

This hypothesis is divided into two subhypotheses:

Hypothesis 9A: Perceived responsibility will have
a negative moderator effect on the
relationships between self-estrangement
and the dependent variables of
alcoholism, and attitudes toward people
whose performance is influenced by
alcohol or drugs.

Table 16 presents data from subgroup analysis and
moderated regression analysis testing Hypothesis 9A.
Both analyses yield consistent results demonstrating that
perceived responsibility has no moderating effect on the
relationship between self-estrangement and the dependent
variables. Hypothesis 9A is not supported.

Hypothesis 9B: Perceived responsibility will have
a negative moderator effect on the
relationships between powerlessness
and the dependent variables of
alcoholism, attitudes toward people

Table 16

Moderating Effect of Responsibility on Self-estrangement-Dependent Variable Relationships

16a Subgroup Analysis			
Dependent Variable	Low Responsibility n = 90	High Responsibility n = 103	Difference
CAGE	.29	.20	.09
Alcohol Attitudes	.11	.24	.13
Drug Attitudes	.17	.27	.10
Theft Attitudes	.34	.22	.12

16b Moderated Regression Analysis			
	Cumulative R2	Amount of R2 Increment	F (1,291)
<u>CAGE</u>			
Self-estrangement	.074		23.03*
Self-estrangement*Responsibility	.077	.003	1.00
<u>Alcohol Attitudes</u>			
Self-estrangement	.024		7.22*
Self-estrangement*Responsibility	.028	.004	1.33
<u>Drug Attitudes</u>			
Self-estrangement	.037		11.37*
Self-estrangement*Responsibility	.040	.003	.92
<u>Theft Attitudes</u>			
Self-estrangement	.035		27.23*
Self-estrangement*Responsibility	.094	.009	3.01

*p<.01

whose performance is influenced by alcohol or drugs, and attitudes toward employee theft.

Table 17 presents data from subgroup and moderated regression analyses testing Hypothesis 9B. There are inconsistencies in the two sets of data; moderated regression analysis indicates that responsibility has a significant moderator effect on the relationship between powerlessness and the CAGE as well as between powerlessness and the theft attitude measure while subgroup analyses indicate no such effects. These inconsistencies may be due to the arbitrary manner in which subgroups were selected which results from the absence of any normative data on the moderator variable. Moderated regression analysis avoids this problem by using all data. Given the inconsistencies, however, only tentative partial support of Hypothesis 9B is suggested. Taken together, all of the available data do not support Hypothesis 9.

In addition to the foregoing moderator analyses, data on the moderating effect of the length of time an employee has been in the organization (Tenure) on the

Table 17
Moderating Effect of Responsibility on Powerlessness-Dependent Variable Relationships

17a Subgroup Analysis			
Dependent Variable	Low Responsibility n = 90	High Responsibility n = 103	Difference
CAGE	.13	.02	.11
Alcohol Attitudes	.09	.00	.09
Drug Attitudes	.21	.00	.21
Theft Attitudes	.20	.05	.15

17b Moderated Regression Analysis			
	Cumulative R2	Amount of R2 Increment	F (1,291)
<u>CAGE</u>			
Powerlessness	.012		3.40
Powerlessness*Responsibility	.033	.021	6.54*
<u>Alcohol Attitudes</u>			
Powerlessness	.001		.40
Powerlessness*Responsibility	.001	.000	.23
<u>Drug Attitudes</u>			
Powerlessness	.007		2.05
Powerlessness*Responsibility	.009	.002	.61
<u>Theft Attitudes</u>			
Powerlessness	.021		6.26*
Powerlessness*Responsibility	.058	.037	11.53*

*p<.01

relationship between self-estrangement and the dependent variables as well as on the relationship between powerlessness and the dependent variables are presented in Tables 18 and 19. All data indicate that tenure has no moderating effect on any alienation-dependent variable relationships.

Path Analysis

Path analysis is used in order to determine whether the correlational results create a pattern that is consistent with the model formulated in Figure 1. Figure 3 presents four path diagrams that are derived from the original model and depict the proposed causal relationships as they affect each dependent variable separately. In order to perform the path analysis, the variable of organizational characteristics is operationally defined as the sum of the total formalization score and the total centralization score. The job characteristics variable is a modification of the motivating potential score used by Hackman and Oldham (1980). This value is the product of the following components:

1. The average of the significance and the variety scales.
2. The average of the feedback from job and feedback

Table 18

Moderating Effect of Company Tenure on Self-estrangement-Dependent Variable Relationships

18a Subgroup Analysis			
Dependent Variable	One Year n = 61	More Than One and Less Than Three Years n = 33	More Than Three Years n = 60
CAGE	.10	.30	.28
Alcohol Attitudes	.11	.37	.14
Drug Attitudes	.15	.45	.17
Theft Attitudes	.28	.22	.33

18b Moderated Regression Analysis			
	Cumulative R2	Amount of R2 Increment	F (1,291)
<u>CAGE</u>			
Self-estrangement	.074		23.03*
Self-estrangement*Tenure	.090	.006	2.93
<u>Alcohol Attitudes</u>			
Self-estrangement	.024		7.22*
Self-estrangement*Tenure	.030	.006	.19
<u>Drug Attitudes</u>			
Self-estrangement	.037		11.37*
Self-estrangement*Tenure	.043	.006	.10
<u>Theft Attitudes</u>			
Self-estrangement	.085		27.23*
Self-estrangement*Tenure	.092	.007	1.69

*p<.01

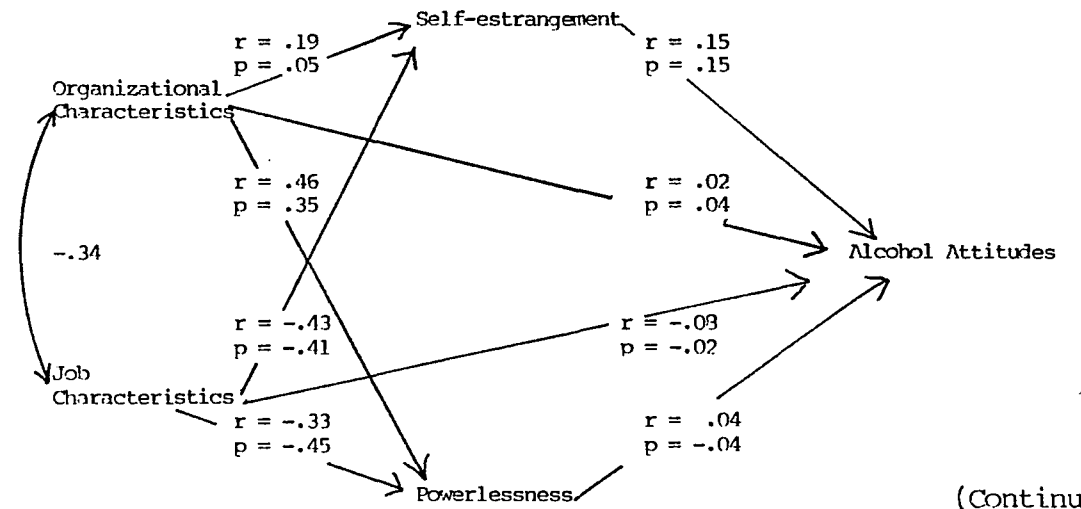
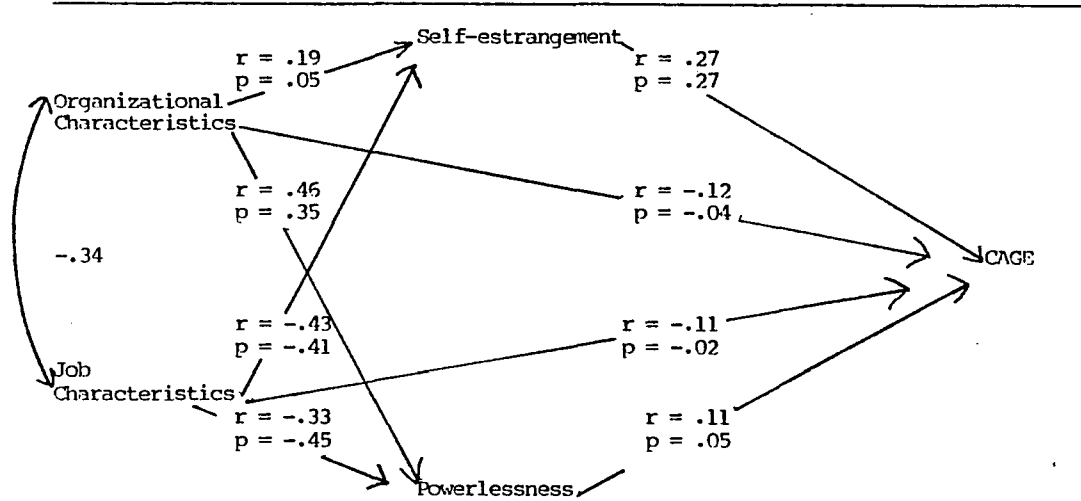
Table 19

Moderating Effect of Company Tenure of Powerlessness-Dependent Variable Relationships

19a Subgroup Analysis			
Dependent Variable	One Year n = 61	More Than One and Less Than Three Years n = 33	More Than Three Years n = 60
CAGE	-.15	.14	.15
Alcohol Attitudes	.07	.16	.03
Drug Attitudes	.01	.16	.09
Theft Attitudes	-.07	.09	.21

19b Moderated Regression Analysis			
	Cumulative R2	Amount of R2 Increment	F (1,291)
<u>CAGE</u>			
Powerlessness	.012		3.40
Powerlessness*Tenure	.016	.004	.69
<u>Alcohol Attitudes</u>			
Powerlessness	.001		.40
Powerlessness*Tenure	.001	.000	.01
<u>Drug Attitudes</u>			
Powerlessness	.007		2.05
Powerlessness*Tenure	.008	.001	.03
<u>Theft Attitudes</u>			
Powerlessness	.021		6.26*
Powerlessness*Tenure	.035	.014	2.99

*p<.01



(Continued)

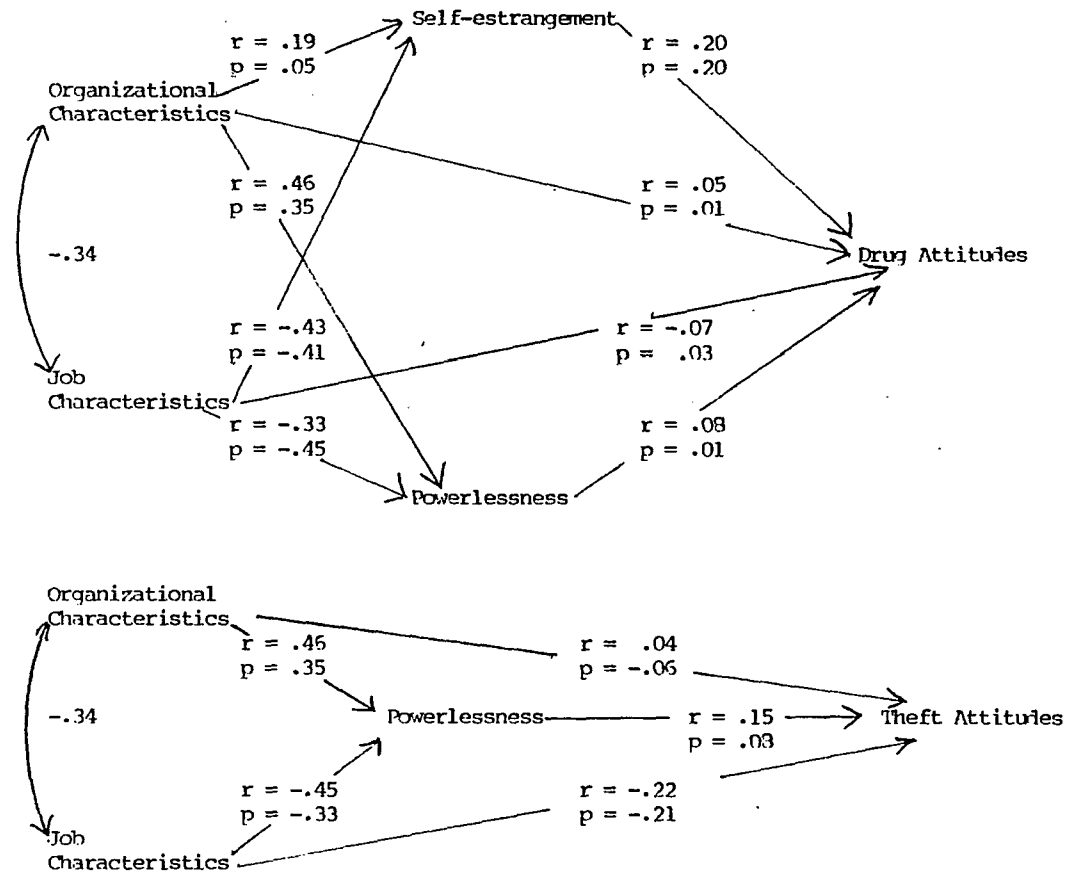


Figure 3. Path Diagrams for the Original Model

from agents scales.

3. The autonomy measure.

The path diagrams identify both the path coefficients (which are standardized beta weights) and correlations. Table 20 presents the total effects each factor has on each of the dependent variables. For the organizational and job characteristics the total effects are the sum of the direct and the indirect effects. Indirect effects reveal how much those variables affect the dependent variables through their effect on self-estrangement and/or powerlessness. As per Kerlinger and Pedhazzer(1973), the indirect effects are computed by subtracting the path coefficient between two variables from the corresponding correlation coefficient.

The data from Table 20 indicate that organizational characteristics have a significant direct effect only on powerlessness. While organizational characteristics have a significant total effect on self-estrangement the direct and indirect effects are both insignificant with the indirect effects via job characteristics contributing heavily to the total effects.

Job characteristics have significant direct effects on self-estrangement, powerlessness, and attitude toward

Table 20
 Direct, Indirect, and Total Effects Coefficients for the Original Model

Determining Factor	Dependent Variable					
	CAGE	Alcohol Attitudes	Drug Attitudes	Theft Attitudes	Self-Estrangement	Powerlessness
Self-estrangement						
Direct Effects	.27**	.15*	.20*			
Total Effects	.27**	.15*	.20*			
Powerlessness						
Direct Effects	.05	-.04	.01	.03		
Total Effects	.05	-.04	.01	.03		
Organizational Characteristics						
Direct Effects	-.12	.02	.01	-.06	.05	.35**
Indirect Effects	.03	.02	.04	.10	.14*	.11
Total Effects	-.04	.04	.05	.04	.19*	.46**
Job Characteristics						
Direct Effects	-.02	.02	.03	-.21**	-.41**	-.33**
Indirect Effects	-.09	.06	-.12	-.01	-.02	-.12
Total Effects	-.11	.03	-.09	-.22**	-.43**	-.45**

*p<.05

**p<.001

theft while having all insignificant indirect effects. Self-estrangement has significant effects on the three dependent variables with which it is originally hypothesized to be associated while powerlessness has no significant effects on any of the dependent variables. The data partially support the original model.

In order to create a model that is more consistent with the data set, an alternative model is presented in Figure 4. The formulation of this new model is the result of the deletion of those variables in the original model that do not have significant path coefficients and the addition of variables with a significant contribution to the determination of predicted variables. The demographic variables of sex, age, and marital status are among the variables tested for inclusion in the final model.

A variable's contribution to the determination of a predicted variable is the product of the path coefficient from that variable to the predicted variable and the correlation between that variable and the predicted variable. Since the determination is a function of both a variable's path coefficient and correlation with the predicted variable, only variables with significant

correlations are entered into the model on a trial basis. If the trial variable produced a significant path coefficient it is retained.

This procedure essentially is a trial and error method aimed at finding the most explanatory model based upon the available data. This post hoc revision is not unorthodox in path analysis. The model proposed earlier served as a starting point. As Li(1975) noted,

"(t)he investigator should always be ready for new diagrams before he attains a consistent and reasonable interpretation of the causal system within the limit of his data. There are many expensive instruments for scientific research, but trial and error remains the most important single tool at the disposal of a scientist"(p.165-166).

The model that is most consistent with the data is presented in Figure 4. As before, a separate path diagram for each dependent variable is presented. Table 21 presents a summary of the direct and indirect effects of all of the determining variables. The data show that self-estrangement has significant effects on all dependent variables and job characteristics significantly affect self-estrangement. In addition, job characteristics significantly and negatively affect attitudes toward theft. This indicates that the lack of perceived job characteristics lead to self-estrangement

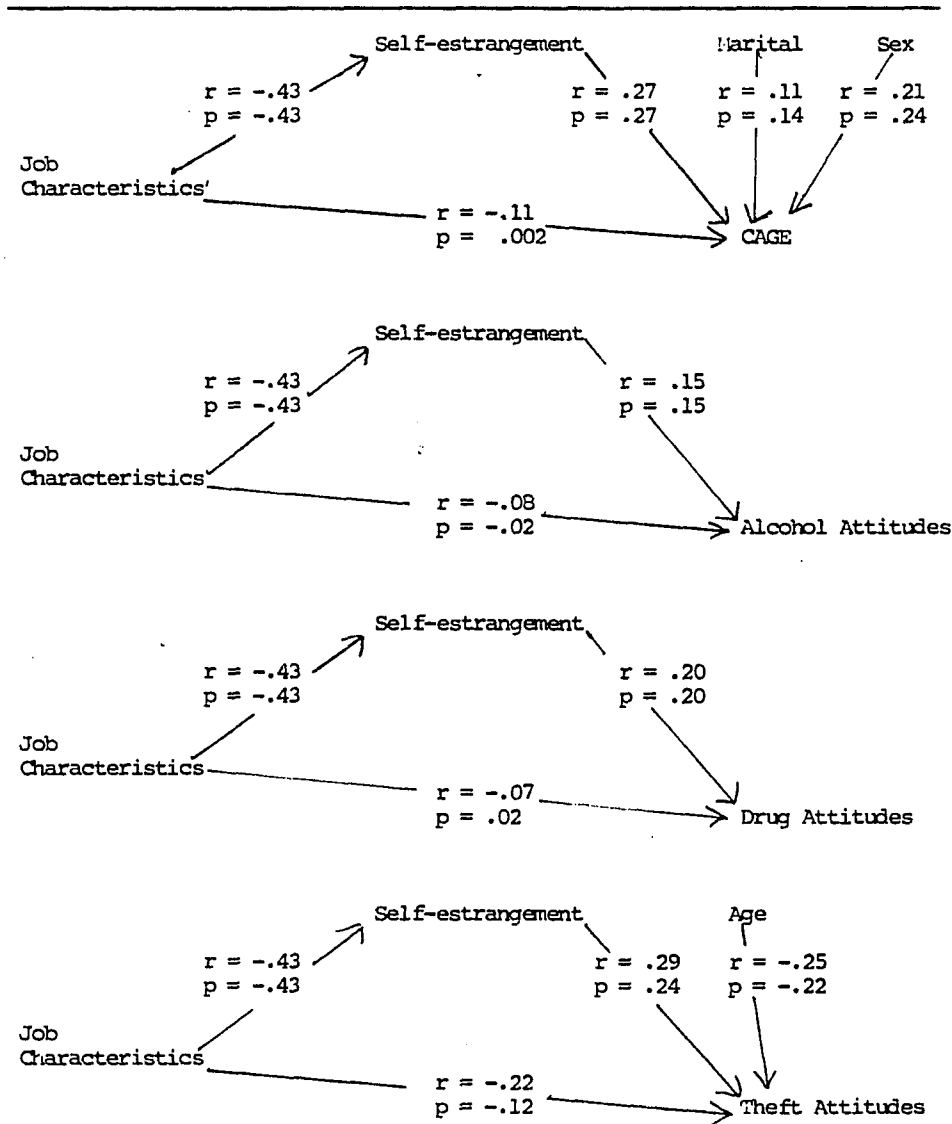


Figure 4 Path Diagrams of Modified Model

Table 21

Direct, Indirect, and Total Effects Coefficients for the Final Model

<u>Determining Factor</u>	Dependent Variable				
	CAGE	Alcohol Attitudes	Drug Attitudes	Theft Attitudes	Self- Estrangement
<u>Self-estrangement</u>					
Direct Effects	.27**	.15*	.20**	.24**	
Total Effects	.27**	.15*	.20**	.24**	
<u>Job Characteristics</u>					
Direct Effects	.002	-.02	.02	-.12*	-.43**
Indirect Effects	-.11	-.06	-.09	-.10	00
Total Effects	-.11	-.08	-.07	-.22**	-.43**
<u>Sex</u>					
Direct Effects	-.24**				
Total Effects	-.24**				
<u>Marital Status</u>					
Direct Effects	.14*				
Total Effects	.14*				
<u>Age</u>					
Direct Effects				-.22**	
Total Effects				-.22**	

*p<.05

**p<.001

and self-estrangement manifests itself in many different ways including lenient attitudes toward people whose job performance is influenced by alcohol or drugs, lenient attitudes toward employee theft, and alcoholism.

CHAPTER 6

DISCUSSION

Taken as a whole, the data yield four major results:

1. Job characteristics are significantly associated with feelings of self-estrangement.
2. Self-estrangement is significantly associated with alcoholism and attitudes toward people whose work performance is influenced by alcohol (alcohol attitudes).
3. Self-estrangement is significantly associated with attitudes toward people whose work performance is influenced by drugs (drug attitudes).
4. Self-estrangement is significantly associated with attitudes toward employee theft (theft attitudes).

Support for the first result is found in subgroup data as well as in total sample data. It should be noted that self-estrangement is unrelated to organizational characteristics such as the existence of a rules manual or job specifications. This may be due to the perception of these characteristics by the job incumbent as remote

or unrelated to the daily work routines. It appears that an organization can influence its members via those organizational and job characteristics with which its members regularly interface.

The remaining three points taken together appear to indicate that self-estrangement is a significant determinant of all dependent variables but examination of subgroup data reveals inconsistencies suggesting the presence of one or more moderating variables. Only four subgroups, men, married highpay, and older, show significant relationships between self-estrangement and alcohol attitudes and between self-estrangement and drug attitudes. One possible common denominator among these groups may be their involvement in their jobs or careers. These groups are more likely to be comprised of people who are more advanced in their careers (eg. highpay and older), whose lives are traditionally more career oriented (eg. men) and/or those whose responsibilities traditionally necessitate an ongoing career (eg. married). Since the jobs of these people may be of prime importance, feelings of self-estrangement resulting from undesirable job characteristics are more likely to result in negative responses directed at the perceived source of

their self-estrangement-the organization. Lenient alcohol and drug attitudes, as defined in this study, may represent such responses.

The groups with insignificant self-estrangement - alcohol attitude and self-estrangement - drug attitude relationships (women, unmarried, lowpay, and younger groups) may not be as involved in their jobs as their counterparts. If they experience self-estrangement it is likely that it would be the result of some source other than their jobs or organizations. Since leniency toward people whose job performance is influenced by alcohol or drugs is a response directly related to the work organization it would not necessarily be an appropriate response for those who do not perceive the organization as the source of their discontent.

In comparison with the alcohol and drug attitudes, the CAGE is significantly associated with self-estrangement in all subgroups. The CAGE is a generalized measure in that it identifies those who are likely to be dependent upon alcohol. Dependency on alcohol is not limited to career involved people or directed at any one specific object but may be indicative of a generalized coping response to self-estrangement.

Self-estrangement in general may manifest itself in the increased likelihood of alcohol dependency. The coping function of alcohol was suggested by Pearlin and Radabaugh (1976).

Self-estrangement is significantly associated with theft attitudes across all subgroups as well as for the sample as a whole. Using the above reasoning, the theft attitude measure may be a more generalized response than is the alcohol or drug attitude measures. All self-estranged people may be more likely to identify with the person in need and view the amelioration of that person's condition as more important than any organizational consideration. It is, however, interesting to note that the relationship between self-estrangement and theft attitude is generally stronger for groups with a significant relationship between self-estrangement and alcohol attitudes (which are possibly the more career oriented groups) indicating that organizational and job bases of self estrangement may enhance the theft response to self estrangement.

The above may partially explain the pattern of correlations among subgroups. In order to clarify this point, future research should be directed toward the

identification of personal motivating factors, the roles that they play in the perception of organizational and job characteristics, and their moderating roles in the relationship between job characteristics and self estrangement.

Several hypothesized relationships are not supported by the data. The lack of a significant contribution by feelings of powerlessness to the determination of any dependent measure may be due to the possibility that powerlessness, as a dimension of alienation, is not the antithesis of the need for power as explored by McClelland et al.(1972) and by Levy et al.(1979) or of the need to feel competent and self determining as explored by Deci(1975). Another possible factor is that people in organizations are aware of the limitations in their power to control organizational and job activities. The actual feelings of powerlessness may correspond to the expected feelings of powerlessness and therefore there are no noticeable consequences because there is no discontent. It may be that discrepancy between perceived power and expected power in the organization determine the extent and manner in which an employee reacts.

Anonymity demonstrates a significant moderating

effect only on the self-estrangement - CAGE relationship while responsibility demonstrates no moderating effects. It appears that the attitudes are not influenced by these moderators but that actual drinking behavior might be influenced by anonymity. It is not clear whether anonymity distresses the individual and induces increased drinking as a coping behavior or whether anonymity provides a greater opportunity to engage in alcohol consumption. This is a point that would have to be investigated further.

While not included in the final model, it is important to note that organizational and job characteristics contribute to feelings of powerlessness. While no consequences of powerlessness are identified in this study, this type of alienation could manifest itself in other ways, such as decreased initiative and creativity or withholding information from other workers, which can adversely affect the organization. The need to reduce feelings of powerlessness in the workforce may be as important as the need to reduce feelings of self estrangement.

These results indicate the importance of job enrichment programs which may be more valuable than

originally suspected. If structuring jobs such that they require skills deemed important by the incumbent who desires to use them and permitting involvement in determination of outcomes by providing the power for the incumbent to make relevant decisions could ultimately result in only a slight decrease in losses due to theft, alcohol abuse, and drug abuse, billions of dollars could be saved annually by American organizations.

APPENDIX

Questionnaire Used

The first part of this questionnaire is made up of situations that involve employees.

1. Please read each story and determine how you feel about what happened.
2. After each story is an answer line. Please circle the number of the response that best describes how you feel.

There are no right or wrong answers. Your response should be based upon how you truly feel about the situation.

An employee stole some money from his company for a crucial medical operation he needed. The doctor assured him that the operation would cure his illness. He was certain that the missing money would not be detected. How much do you approve of what he did?

0.....1.....2.....3.....4.....5.....6
 Totally Strongly Somewhat Slightly Not Sure Approve Strongly
 Disapprove Disapprove Disapprove Disapprove Approve Approve

An employee stole some money from his company to pay a personal debt. He was certain the missing money would not be detected. How much do you approve of what he did?

0.....1.....2.....3.....4.....5.....6
 Totally Strongly Somewhat Slightly Not Sure Approve Strongly
 Disapprove Disapprove Disapprove Disapprove Approve Approve

Assume that a person who works with you has not been doing the job as well as expected. You know this person has been taking drugs and you believe it is due to pressures of the job. Your boss is considering some kind of disciplinary action. You are called in to help the boss decide what to do. How much support would you give this person and try and get the boss to "go easy"?

5.....4.....3.....2.....1
 Total Strong Some Slight No
 Support Support Support Support Support

An employee stole some money from his company to pay for a crucial medical operation needed by a member of his family. There was no guarantee that the operation would be a success. The employee was sure that the missing money would not be detected. How much do you approve of what he did?

0.....1.....2.....3.....4.....5.....6
 Totally Strongly Somewhat Slightly Not Sure Approve Strongly
 Disapprove Disapprove Disapprove Disapprove Approve Approve

An employee borrowed some money from his company without authorization and has every intention of paying it back. He needed the money to pay a personal debt. The money would be enough to pay the entire debt. He was sure that given enough time he would be able to return the money to the company. The missing money would not be detected. How much do you approve of what he did?

0.....1.....2.....3.....4.....5.....6
 Totally Strongly Somewhat Slightly Not Sure Approve Strongly
 Disapprove Disapprove Disapprove Disapprove Approve Approve

Assume that a person who works with you has not been doing the job as well as expected. You know that this person spends a lot of time in bars. Your boss is considering some kind of disciplinary action and you are called in to help the boss decide what to do. How much support would you give this person and try to get the boss to "go easy"?

5.....4.....3.....2.....1
 Total Strong Some Slight No
 Support Support Support Support Support

An employee borrowed some money from his company without authorization to pay for a crucial medical operation he needed. The surgeon assured him that the operation would cure his illness. He intends to pay the money back and is sure that given enough time he would be able to pay it all back. How much do you approve of what he did?

0.....1.....2.....3.....4.....5.....6
 Totally Strongly Somewhat Slightly Not Sure Approve Strongly
 Disapprove Disapprove Disapprove Disapprove Approve Approve

Assume that a person who works with you has not been doing the job as well as expected. You know that this person has been taking drugs. Your boss is considering some kind of disciplinary action against this person. You are called in to help the boss decide what to do. How much support would you give this person and try to get the boss to "go easy"?

5.....4.....3.....2.....1
 Total Strong Some Slight No
 Support Support Support Support Support

Assume that a person who works with you has not been doing the job as well as expected. You know that this person spends a lot of time in bars and you believe that this is due to personal problems. Your boss is considering some kind of disciplinary action and you are called in to help the boss decide what to do. How much support would you give this person and try to get the boss to "go easy"?

5.....4.....3.....2.....1
 Total Strong Some Slight No
 Support Support Support Support Support

An employee borrowed some money from his company without authorization and intending to pay it back. He needed the money for a medical operation needed by someone in his family. The surgeon told this employee that the operation would cure the illness. He was sure that given enough time he would be able to pay the money back. How much do you approve of what he did?

0.....1.....2.....3.....4.....5.....6
 Totally Strongly Somewhat Slightly Not Sure Approve Strongly
 Disapprove Disapprove Disapprove Disapprove Approve Approve

Assume that a person who works with you has not been doing the job as well as expected. You know that this person has been taking drugs. You believe that this is due to personal problems. Your boss is considering some kind of disciplinary action against this person. You are called in to help the boss decide what to do. How much support would you give this person and try to get the boss to "go easy"?

5.....4.....3.....2.....1
 Total Strong Some Slight No
 Support Support Support Support Support

Assume that a person who works with you is not doing the job as well as expected. You know that this person spends a lot of time in bars and you believe this is due to pressures on the job. Your boss is considering some kind of disciplinary action and you are called in to help the boss decide what to do. How much support would you give this person and try to get the boss to "go easy"?

5.....4.....3.....2.....1
 Total Strong Some Slight No
 Support Support Support Support Support

This part of the questionnaire asks you to describe your job as objectively as you can.

Please do not use this part of the questionnaire to show how much you like or dislike your job. Instead, try to make your descriptions as accurate and as objective as you possibly can.

1. In general, How significant or important is your job? That is, are the results of your work likely to significantly affect the lives or well being of other people?

1	2	3	4	5	6	7
Not Very significant; the outcomes of my work are not likely to have important effects on other people.			Moderately significant		Highly significant; the outcomes of my work can affect other people in very important ways.	

2. To what extent do managers or coworkers let you know how well you are doing on the job?

1	2	3	4	5	6	7
Very little; people almost never let me know how well I am doing.			Moderately; sometimes people may give me "feedback"; other times they may not		Very Much; managers or co-workers provide me with almost constant "feedback" about how well I am doing.	

3. To what extent does doing the job itself provide you with information about your work performance? That is, does the actual work itself provide clues about how well you are doing-aside from any "feedback" co-workers or supervisors may provide?

1	2	3	4	5	6	7
Very little; the job itself is set up so I could work forever without finding out how well I am doing.			Moderately; sometimes doing the job provides "feedback" to me; sometimes it does not.		Very much; the job is set up so that I get almost constant "feedback" as I work about how well I am doing.	

4. How much autonomy is there in your job? That is, to what extent does your job permit you to decide on your own how to go about doing the work?

1	2	3	4	5	6	7
Very little; the job gives me almost no personal "say" about how and when the work is done.			Moderate autonomy; many things are standardized and not under my control, but I can make some decisions about the work.		Very much; the job gives me almost complete responsibility for deciding how and when the work is done.	

5. How much variety is there in your job? That is, to what extent does the job require you to do many different things at work, using a variety of your skills and talents?

1	2	3	4	5	6	7
Very little; the job requires me to do the same routine things over and over again.			Moderate variety		Very much; the job requires me to do many different things, using a number of different skills and talents.	

Next you find a number of statements which could be used to describe a job. You are to indicate whether each statement is an accurate or inaccurate description of your job. Once again, please try to be as objective as you can in deciding how accurately each statement describes your job—regardless of whether you like or dislike your job.

Write a number in the blank beside each statement, based on the following scale:

How accurate is the statement in describing your job?

1	2	3	4	5	6	7
Very Inaccurate	Mostly Inaccurate	Slightly Inaccurate	Uncertain	Slightly Accurate	Mostly Accurate	Very Accurate

- ___ 1. The job requires me to use a number of complex or high level skills.
- ___ 2. Just doing the work required by the job provides many chances for me to figure out how well I am doing.
- ___ 3. The job is quite simple and repetitive.
- ___ 4. The supervisors and co-workers on this job almost never give me any "feedback" about how well I am doing in my work.
- ___ 5. This job is one where a lot of other people can be affected by how well the work gets done.
- ___ 6. The job denies me any chance to use my personal initiative or judgment in carrying out the work.
- ___ 7. Supervisors often let me know how well they think I am performing the job.
- ___ 8. The job itself provides few clues about whether or not I am performing well.
- ___ 9. The job gives me considerable opportunity for independence and freedom in how I do the work.
- ___ 10. The job itself is not very significant or important in the broader scheme of things.

Now please indicate how you personally feel about your job. Each of the statements below is something a person might say about his or her job. You are to indicate your own personal feelings about your job by marking how much you agree with each of the following statements. Write a number using this scale:

How much do you agree with the statement?

1-	2	3	4	5	6	7
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

- ___ 1. It's hard on this job for me to care very much whether or not the work gets done at all.
- ___ 2. I frequently think of quitting this job.
- ___ 3. I feel a very high degree of personal responsibility for the work I do on this job.

1	2	3	4	5	6	7
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

- ___ 4. I feel I should personally take credit or blame for the results of my work on this job.
- ___ 5. I am generally satisfied with the kind of work I do on this job.
- ___ 6. Whether or not this job gets done right is clearly my responsibility.

Now please think of other people in your organization who hold the same job as you do. If no one has exactly the same job as you, think of a job that is most similar to yours.
Please think of how accurately each of the following statements describes the feelings of these people about the job. It is quite all right if your answers are different from when you described your own reactions to the job. Often different people feel quite differently about the same job.
Please use the same numbers and the same scale as you used above.

- ___ 7. Most people on this job feel a great sense of personal responsibility for the work they do.
- ___ 8. Most people on this job are very satisfied with the job.
- ___ 9. Most people on this job feel that whether or not the job gets done right is clearly their responsibility.
- ___ 10. People on this job often think of quitting.

Please indicate how well each of the following statements describes where you work. Circle the best answer.

	Definitely False	Somewhat False	Somewhat True	Definitely True
1. There can be little action taken until a supervisor approves a decision.	DF	SF	ST	DT
2. A person who wants to make his own decisions would be discouraged here (where you work).	DF	SF	ST	DT
3. Even small matters have to be referred to someone higher up for a final answer.	DF	SF	ST	DT
4. I have to ask my boss before I do almost anything.	DF	SF	ST	DT
5. Any decision I make has to have my boss' approval.	DF	SF	ST	DT

	Never	Seldom	Sometimes	Often	Always
6. How frequently do you usually participate in the decision to hire new staff?	N	Se1	Som	0	A
7. How frequently do you usually participate in decisions on the promotion of any of the staff?	N	Se1	Som	0	A
8. How frequently do you participate in decisions on the adoption of new policies?	N	Se1	Som	0	A
9. How frequently do you participate in the decisions on the adoption of new programs?..	N	Se1	Som	0	A

Each of the following items deals with you and the organization where you work. Please read each item and circle the answer that best describes your situation at work.

	Definitely True	More True Than False	More False Than True	Definitely False
10. First, I feel that I am my own boss in most matters?	DT	MT	MF	DF
11. A person can make his own decisions here without checking with anybody else.	DT	MT	MF	DF
12. How things are done around here is left pretty much up to the person doing the work.	DT	MT	MF	DF
13. People here are allowed to do almost as they please.	DT	MT	MF	DF
14. Most people here make their own rules on the job.	DT	MT	MF	DF
15. The employees are constantly being checked for rule violations.	DT	MT	MF	DF
16. People here feel as though they are constantly being watched to see that they obey all the rules.	DT	MT	MF	DF
17. There is no rules manual.	DT	MT	MF	DF
18. There is a complete written job description for my job.	DT	MT	MF	DF
19. Whatever situation arises, we have procedures to follow in dealing with it.	DT	MT	MF	DF
20. Everyone has a specific job to do.	DT	MT	MF	DF
21. Going through the proper channels is constantly stressed.	DT	MT	MF	DF
22. The organization keeps a written record of everyone's performance.	DT	MT	MF	DF
23. We are to follow strict operating procedures at all times.	DT	MT	MF	DF

- | | Definitely
True | More True
Than False | More False
Than True | Definitely
False |
|---|--------------------|-------------------------|-------------------------|---------------------|
| 24. Most people here do not notice what the other person is doing. | DT | MT | MF | DF |
| 25. Whenever we have a problem, we are supposed to go to the same person for an answer. | DT | MT | MF | DF |
| 26. The people in charge don't really notice what we are doing. | DT | MT | MF | DF |

Please place an "X" next to your response.

- | | |
|--|--|
| 27. How often do you do things in your work that you wouldn't otherwise do if it were up to you? | <input type="checkbox"/> Never
<input type="checkbox"/> Once in a While
<input type="checkbox"/> Fairly Often
<input type="checkbox"/> Very Often |
| 28. At your work, it's not important how much you know; it's who you know that counts. | <input type="checkbox"/> Agree
<input type="checkbox"/> Disagree |
| 29. How much say or influence do people like you have on the way your work is run? | <input type="checkbox"/> A Lot
<input type="checkbox"/> Some
<input type="checkbox"/> Very Little
<input type="checkbox"/> None |
| 30. How often do you tell your superior your own ideas about things you might do in your work? | <input type="checkbox"/> Never
<input type="checkbox"/> Once in a While
<input type="checkbox"/> Fairly Often
<input type="checkbox"/> Very Often |

The following statements are things that people might say. Some of these statements may describe your views better than others. Please put an "X" to the right of each statement to show how much you agree or disagree with each statement. There are no right or wrong answers.

- | | Completely
Disagree | Mostly
Disagree | Not
Sure | Mostly
Agree | Completely
Agree |
|---|------------------------|--------------------|-------------|-----------------|---------------------|
| 1. I often wish I were doing something else. | — | — | — | — | — |
| 2. Facing my daily tasks is a painful and boring experience. | — | — | — | — | — |
| 3. My time is often spent aimlessly. | — | — | — | — | — |
| 4. I would give a good deal to live a different life than I do. | — | — | — | — | — |
| 5. I feel separate from my "real self". | — | — | — | — | — |

The following are questions about things you do and how you feel about them.
Please circle the answer that best describes what you do or how you feel.

- | | | |
|---|-----|----|
| 1. Have you ever felt you should cut down on your smoking? | YES | NO |
| 2. Have you ever felt you should cut down on your drinking? | YES | NO |
| 3. Have you ever wanted to spend more time with your family? | YES | NO |
| 4. Have people annoyed you by criticizing your smoking? | YES | NO |
| 5. Have people annoyed you by criticizing your drinking? | YES | NO |
| 6. Have you ever felt bad or guilty about your drinking? | YES | NO |
| 7. Have you ever felt bad or guilty about speeding when you drive? | YES | NO |
| 8. Do you ever take tranquilizers to calm your nerves? | YES | NO |
| 9. Have you ever had a drink first thing in the morning to steady your nerves or get rid of a hangover? | YES | NO |
| 10. Do you smoke when you are nervous? | Yes | NO |

Please continue to the next page

Please complete this section by checking the appropriate spaces and filling blanks where indicated.

1. Sex () Male () Female
2. Marital Status () Single () Married
 () Widowed () Divorced
3. Education () Less Than a High School Diploma
 () High School Diploma
 () Some College but no degree
 () Associates Degree
 () Bachelors Degree
 () Masters Degree
 () Doctorate
4. Job Classification () Office Worker or Production Line
 () Skilled Worker or Technician
 () First Line Supervisor
 () Middle Management
 () Top Management
 () Professional
 () Other: _____
5. Age _____
6. Number of years you have been with your present company. _____
7. Number of years you have been in your current position. _____
8. Approximately how many people work at the location where you work? _____
9. Approximately how many people are part of your immediate work group or unit?

10. What is your salary?
 () Under \$10,000
 () \$10,000 to 14,999
 () \$15,000 to 19,999
 () \$20,000 to 24,999
 () \$25,000 to 29,999
 () \$30,000 to 34,999
 () \$35,000 to 39,999
 () \$40,000 to 44,999
 () \$45,000 to 49,999
 () \$50,000 and over

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