The University of Manitoba

CAREER APPAREL AND ITS RELATIONSHIP TO SELECTED

PERSONALITY AND BIOGRAPHICAL CHARACTERISTICS

OF BANK EMPLOYEES

by

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ABSTRACT

CAREER APPAREL AND ITS RELATIONSHIP TO SELECTED PERSONALITY AND BIOGRAPHICAL CHARACTERISTICS OF BANK EMPLOYEES

One hundred and four female employees of Winnipeg branches of the Bank of Nova Scotia were classified into one of three career apparel groupings on the basis of how frequently they reported wearing non-compulsory career apparel, group A if they did not wear career apparel at all, group B if they wore it one to three days a week, and group C if they wore it four or five days a week.

No significant differences existed between the three career apparel groupings in the personality characteristics of security-insecurity, as measured by Maslow's S-I Inventory, or in need satisfaction and need importance, as measured by the modified Porter Need Satisfaction Questionnaire. However, whether or not employees wore career apparel appeared to be a more important factor than how often they wore it. A comparison of two groupings revealed that those employees who did not wear career apparel, (group A, N=54), were significantly more secure psychologically and less satisfied with the security aspects of their jobs than those employees who wore career apparel at the time of this study (group BC, N=50).

Employees' biographical characteristics and attitudes toward career apparel were obtained from responses to a personal data questionnaire. Significant relationships were found between the frequency employees wore career apparel and three biographical characteristics: (1) level of education, (2) position in the bank, and (3) number of years employed by the bank. Although employees and branch managers recommended that certain improvements be made in the particular career apparel outfits worn in their bank, their general attitudes toward career apparel were positive.

ACKNOWLEDGEMENTS

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Chapter 1

INTRODUCTION

Career apparel is a new category of clothes in
which fashion has been wedded to function with the primary
aim of creating a corporate fashion "look" or an appro-
priate standard of appearance for each individual company.
It is specially designed business clothing worn for reasons
of aesthetics and identification, not for the protection of
either the wearer or his personal clothing as with indus-
trial uniforms. Unlike traditional uniforms, career apparel
contains a definite fashion element and its wearing by
employees in most companies is non-compulsory.

Career apparel initially developed as an extension
of the uniform business and the immediate growth of this
market, first promoted by Du Pont in 1966, was related to
changes in the American way of life. More emphasis was
being placed on urban living and, in addition, the number
of persons working in the white collar service industries
was rapidly increasing. In the past decade in Canada as
well, employment in the service sector increased by 52 per
cent while the number of jobs in the primary industries
declined by 19 per cent, and the secondary industries
provided only 17 per cent more jobs from 1961 to 1971.

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White collar occupations comprised 46 per cent of the
Canadian labor force in 1971, an increase of approximately
8.1 per cent over the 10 year period (33:1972).

The future for career apparel is considered to be
a very promising one both economically in terms of its rapid
growth and potential profit picture, as well as psycholog-
ically with regard to the effect this particular type of
clothing has on employees, employers, and the general pub-
lic. A substantial amount of interest in career apparel is
currently being generated in the United States and this
relatively new market has already reached a $60 million
yearly sales level. According to Mr. Melvin Lucas (26:1971),
group marketing representative for Du Pont, this market has
grown five-fold and he predicts that in the not too distant
future approximately 12 million white collar workers will
annually require 40 million garments valued at $700 million.

The banking industry is a likely target for promo-
ters of career apparel. According to an American study
conducted by Daniel Yankelovich Incorporated for the Linen
Supply Association of America (45:1970), the specific market
segments that offer the greatest and most consistent poten-
tial for career apparel are banks, utilities, and savings
and loan associations. Of these, the banking industry
comprises the largest portion of the market. Although the
1970 market size for this particular segment was only
approximately $2 million, the estimated annual potential for

1980 is $35 million.

There are several possible reasons for the increase in career apparel usage by the banking industry. Career apparel may be used primarily to set one company apart from its competitors and give it a recognizable public image, but it may also:

1. help to recruit new employees, especially women who can avoid the expense of a working wardrobe,

2. improve employee morale by creating a bond among bank employees which may result in reduced employee turnover and absenteeism,

3. help the bank portray an image of solidarity and confidence,

4. add a certain degree of status and professionalism to the job which may improve the quality of work,

5. eliminate the possibility of extreme fashions being worn on the job,

6. reduce the insecurity of people who are unsure about their taste in clothes, and

7. identify the employees to the customers.
Dr. Paul A. Fine (46:1971), a motivational psychologist in the United States whose studies on career apparel were commissioned by Du Pont to aid them in market development, found that many employees welcomed career apparel because it identified them with a group and helped to satisfy the vital human need for belongingness.

Certain problems, however, are associated with the wearing of career apparel which may hinder its growth in the banking industry. Firstly, some difficulties may be encountered due to the high initial cost of purchasing career apparel and the service problems created by employee turnover. Secondly, career apparel necessitates, by its very nature, a certain degree of conformity. Employees may tend to view the wearing of corporate fashions as "regimentation" and reject them due to a preference for individuality in their dress. According to the Fine/Du Pont studies this is not a problem, but it may be an interesting area for study, particularly in companies where career apparel, even when optional, is not worn by some employees. Another important conclusion of the Fine/Du Pont studies was that the wearing of career apparel should be non-compulsory; it should not be forced onto employees or it becomes "issue" clothing and is rejected. Dr. Fine (46:1971) also suggested that employees should be involved in the design and selection of their particular corporate fashions. If career apparel designs are to be well accepted by employees, they should be handsome, wearable, and should offer some degree of personal choice.

Although the concept of career apparel is currently receiving a significant amount of attention by U.S. companies such as Du Pont, Burlington Industries, and the Linen Supply Association of America, a lack of empirical evidence exists in this area. The minimal amount of material

published to date has been promotional pamphlets and
articles distributed by the above companies. Since most of
the career apparel studies were commissioned by a particular
company, the specifics of these studies are considered con-
fidential and are not for publication. The majority of such
studies have been qualitative in nature, i.e., information
was usually obtained through group and/or individual inter-
views and not through the use of more quantitative methods
such as the completion of psychological tests and question-
naires by employees.

Although the importance of career apparel has
already been established in the United States, little is
known about its effects on individuals within Canadian
organizations. The feasibility of studying career apparel
in Winnipeg was supported by the results of a questionnaire
sent to 40 Winnipeg apparel manufacturers. This survey con-
firmed the existence of several companies which designed and
manufactured career apparel for use by employees of Winnipeg
firms.

A study which would attempt to investigate and
quantitatively measure the attitudes of employees within the
Canadian banking industry, and more specifically in the Bank
of Nova Scotia, toward the wearing of career apparel was
felt to be warranted. An awareness of these attitudes may
be of particular value to branch managers and executives who
are generally concerned with the appearance of their

employees and the resulting public image of their company.

As well as providing bank personnel with some useful information concerning the attitudes of their staff toward career apparel, it was felt that this study would contribute to the understanding of the socio-psychological aspects of clothing. Although considerable research has been conducted in this clothing area, studies that use groups other than college students are rare. In addition, the author believed that an approach which allowed the categorization of subjects according to the frequency they wore a specific kind of clothing was preferable to the usual procedure of selecting a large group of subjects and measuring them for both clothing and personality variables.

The purpose of this exploratory study was to investigate the relationship between the wearing of career apparel by female bank employees and some selected personality and biographical characteristics.

Specific Objectives

The objectives of this study were:

1. To obtain information concerning the attitudes of female bank employees toward the wearing of career apparel.

2. To determine the relationship between reported wearings of career apparel and the following personality

characteristics:

    (a) general feelings of <u>psychological security</u>,

    (b) <u>satisfaction</u> of psychological needs
related to an individual's position within an
organization,

    (c) <u>importance</u> of psychological needs related
to an individual's position within an organiza-
tion.

3. To determine the relationship between reported
wearings of career apparel and the following biographical
characteristics:

    (a) age,

    (b) marital status,

    (c) level of education,

    (d) percentage working time employees are in
verbal and/or visual contact with customers,

    (e) position in the bank,

    (f) number of years with present employer,

    (g) length of time individuals have worn
career apparel in the Bank of Nova Scotia.

4. To determine the relationship between reported
wearings of career apparel and ranking of reasons for
initially wearing or not wearing career apparel and reasons
for wearing or not wearing career apparel at the time of
this investigation.

5. To state some implications about the importance

and role of career apparel in the banking industry and,in particular,in the Bank of Nova Scotia.

Definitions and Descriptions of Terms Used

The definitions of the important terms used in this investigation were as follows:

Career apparel: (a) clothing designed specifically for company personnel who would not normally wear uniforms and for whom uniforms would not be appropriate; (b) a system of clothing units (including individual garments, complete ensembles, and total year-round wardrobes) which has a unifying fashion theme; and (c) clothing which creates a corporate fashion "look" by establishing an appropriate standard of appearance for each individual company.

Standard work clothes and/or uniforms: (a) clothing which is highly functional, i.e., worn either for protection of the wearer or his personal clothing; (b) clothing which contains few specific fashion elements; and (c) clothing that is often worn to identify an individual with a partic-ular role.

Psychological security: a global concept or syndrome more precisely defined by 14 sub-syndromes which include: feelings of being liked or loved; feelings of belonging; feelings of safety; perception of the world as pleasant, warm, and friendly; perception of other human

actualization needs.

Personal data questionnaire: a questionnaire constructed by the present author to secure the required biographical information and to obtain the employees' general attitudes toward career apparel.

Chapter 2

REVIEW OF LITERATURE

Theories of Organizational Behavior

Organizational behavior is concerned with the
study of the behavior and attitudes of man in an organiza-
tional setting (23:1969). Two particular areas of interest
to researchers are: (1) the effect of the organization on
man's perceptions, feelings, and actions and (2) the effect
of man's behavior on the achievement of the organization's
purposes. Organizational research has usually been con-
ducted from either the standpoint of the organization, that
of groups within the organization, or that of individual
members of groups within the organization.

A shift has occurred in the area of motivation away
from the traditional theory of organizations referred to as
Taylorism (where work was treated primarily as an economic
activity) toward an approach which emphasized the human
relations aspect of work. Since the early 1960's the impor-
tance of personal and interpersonal relations has been the
central concern of organizational psychology. This humanis-
tic approach stresses that an individual's task performance
will be optimal only if he develops a healthy personality
and realizes his human potentialities as fully as possible.

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Theorists such as Argyris, McGregor, and Haire
have placed particular emphasis on the motivation of indi-
viduals as well as the responsibilities of the organization
in this regard. Argyris (1:1957) believes that:

> . . . healthy adults will tend to obtain maximum
> personality expression while at work if they are pro-
> vided with jobs which permit them to be more active
> than passive; more independent than dependant; to have
> longer rather than shorter time perspectives; to
> occupy higher positions than their peers; to have con-
> trol over their world; and to express many of their
> deeper, more important abilities.

Douglas McGregor (34:1960) in his book The Human
Side of Enterprise summarized Maslow's theory of basic needs
(28:1954) and related it to business organizations which he
felt were ignoring the social and esteem needs. He also
emphasized the importance of man's safety (or security) and
social needs which, if thwarted by management, could result
in uncooperative behavior by employees. According to
McGregor, the esteem needs were of greatest significance to
management and to man himself. However, the typical organi-
zation offered only limited opportunity for their satisfac-
tion, especially by individuals at lower levels in the
organizational hierarchy. McGregor stated that management
must assume the onus of developing conditions of employment
for their people so they would be free to exploit their self-
fulfillment needs.

Haire (15:1964) also emphasized the importance of
social and esteem or egoistic need satisfactions in

organizational settings and, like Maslow (28:1954), he
stressed the hierarchical character of needs:

> When physical needs are well satisfied, and when
> their future satisfaction seems secure, the situation
> puts more emphasis on the provision of opportunities
> for satisfaction of the higher order needs. If basic
> needs are threatened, they will resume their original
> primacy and it will not be possible to provide sub-
> stitute satisfaction in the form of social and egois-
> tic needs. . . . At the present state of our social
> gains with respect to job security, the first of these
> two propositions is operating: under a condition of
> relative certainty of physical need satisfaction, an
> increased emphasis must be placed by management on
> the provision of opportunities for higher order satis-
> factions.

Maslow's Theory of Human Motivation

A theoretical model of motivation that has received
wide acceptance by organizational theorists is that formula-
ted by A. H. Maslow (28:1954). Although research findings
do not always empirically verify Maslow's theory, they do
lend it sufficient support to justify its use, particularly
in an organizational setting and as a framework for future
research.

The basic premise of the theory is that man is
motivated by a number of basic needs which are species wide,
apparently unchanging, and genetic or instinctual in origin
to some appreciable degree. These needs are arranged in
hierarchical levels of prepotency so that when one need
level is at least partially satisfied, the next level is
activated. The five basic needs, presented in order from

the lowest level to the highest level needs, are as follows: (1) physiological needs, (2) security or safety needs, (3) social or belongingness needs, (4) esteem needs (subdivided into esteem of others and self-esteem including autonomy), and (5) self-actualization or self-fulfillment needs.

The most basic, powerful, and most obvious of man's needs are the physiological needs or those required for physical survival: food, water, shelter, sex, sleep, and air. Until these lower-level needs are satisfied, man will ignore or push all other needs into the background. However, if the physiological needs are fairly well satisfied, the safety needs emerge, i.e., need for security, stability, dependency, protection, structure, order, law, and freedom from fear, anxiety, and chaos. When these elements are lacking in a person's world, he becomes anxious and insecure. Such a person has a compulsive need for order and stability and will go to any length to avoid the strange and unexpected.

Once the physiological and safety needs are fairly well satisfied, the social or belongingness needs emerge. Maslow (28:1954) stated than man may then ". . . hunger for affectionate relations with people in general, namely, for a place in his group or family, and he will strive with great intensity to achieve this goal." Although very little scientific information about the belongingness needs exists, individuals often experience feelings of loneliness,

alienation, and strangeness resulting in an unsatisfied
need for contact, intimacy, and belongingness.

According to Maslow, all people have a need for a
stable, firmly based, usually high evaluation of themselves,
i.e., self-respect or self-esteem, and for the esteem of
others. Satisfaction of the esteem needs leads to feelings
of self-confidence, worth, strength, capability, and ade-
quacy. Feelings of inferiority and helplessness usually
result when this need is thwarted.

An extremely important aspect of Maslow's theory
of human motivation is the identification of the psycholog-
ical need for growth, development, and utilization of
potential or self-actualization. Maslow (28:1954) has also
described this need as: ". . . the desire to become more
and more what one is; to become everything that one is
capable of becoming." The emergence of these needs usually
rests upon some prior satisfaction of the physiological,
safety, belongingness, and esteem needs. Self-actualizing
persons are motivated in other higher ways which are referred
to as metamotivations (29:1968). Self-actualizers generally
have what Maslow refers to as psychological freedom and can
make their own decisions even in the face of contrary popular
opinion. According to Goble (14:1971) self-actualizers tend
to:

> . . . resist their culture when it does not agree
> with their viewpoints and they are not usually uncon-
> ventional about things which they do not consider

important: language, clothes, food, etc.; yet they
can become extremely independent and unconventional
when they feel basic principles are involved.

Maslow (28:1954) has stated that a satisfied need is
not a motivator and so it becomes less important as a deter-
minant of human behavior. Although it would appear that
Maslow intended the hierarchy to have a fixed order, he did
admit that it should not always be interpreted that rigidly.
It is not necessary for a need to be satisfied 100 per cent
before the next need emerges. According to Maslow, most
members of our society who are normal are partially satis-
fied and partially unsatisfied in all their basic needs at
the same time. An alternative and possibly more realistic
description of the hierarchy may be in terms of decreasing
percentages of satisfaction as one goes up the hierarchy of
prepotency. For example, the average individual may be
satisfied perhaps 85 per cent in his physiological needs, 70
per cent in his safety needs, 50 per cent in his belonging-
ness needs, 40 per cent in his esteem needs, and 10 per cent
in his self-actualization needs. The emergence of a new need
is a gradual process and not a sudden phenomenon.

As a result of further research, Maslow enlarged
and clarified the basic need theory (30:1962). He discovered
an entirely new list of higher needs between esteem and self-
actualization which he described as growth needs, Being
values, or B values. Persons who behaved on this higher
plane were described by Maslow as having the following

B values, all being equally important: truth, goodness,
beauty, aliveness, individuality, perfection, necessity,
effortlessness, self-sufficiency, and meaningfulness. How-
ever, without the lower or basic needs as a foundation, the
higher nature collapses.

Evidence collected by Maslow in support of his basic
need theory consists primarily of studies of institutional-
ized children and experiments with animals. He presents
very little empirical evidence which tests his model in its
entirety. The main support for his theory came from clin-
ical practice, from his own experience, and that of many
other therapists. Maslow intended his theory to be used
primarily as a framework for further research.

Maslow's Model in an Organizational Setting

Porter (36:1962, 37:1963, 38:1961) has provided the
most data of an empirical nature concerning the application
of Maslow's theory to organizations. He studied a wide
range of U.S. businesses and, in particular, managers at
different levels in the organizational hierarchy. By means
of the Porter Need Satisfaction Questionnaire, he obtained
ratings from these managers concerning the degree of satis-
faction and importance they attached to various needs which
were connected with their positions, i.e., security, social,
esteem, autonomy, and self-actualization.

Porter (36:1962, 37:1963, 38:1961) concluded from
his studies that the vertical location of management posi-
tions was an important variable in determining the extent to
which psychological needs were fulfilled and the degree of
importance of these needs. Lower-level management positions
were more likely to produce deficiencies in the fulfillment
of the higher-order needs of esteem, autonomy, and self-
actualization. The satisfaction of these needs tended to
increase at each higher level of management. For managers
at all levels, the self-actualization need was the least
fulfilled. Although the relationship between vertical level
of position and degree of perceived need importance appeared
to be less strong than the relationship between job level
and need satisfaction, higher-level managers did place more
emphasis on the higher-order needs than did lower-level
managers. There was little difference between the management
levels in security, social, or esteem need importance.

Other researchers have examined the validity of
Maslow's hierarchy theory in an organizational setting.
Eyres (11:1970) constructed a questionnaire which contained
some items from Porter's Need Satisfaction Questionnaire and
administered this measure to two separate samples of Winnipeg
businessmen who held supervisory or management positions. As
a result of a factor analysis, 18 items loading on four fac-
tors were selected for inclusion in a questionnaire to be
used in a study of the correlates of job satisfaction. A

comparison of means test performed on the satisfaction scores revealed that the four factors could be hierarchically arranged from bottom to top in the following manner: (1) esteem-social, (2) autonomy, (3) self-actualization, and (4) achievement. Eyres concluded that the type of need hierarchy formulated by Maslow (28:1954) was applicable to the investigation of the correlates of job satisfaction, but that when dealing with managerial personnel the needs were not hierarchically ordered exactly the way Maslow proposed.

Hall and Nougaim (19:1968) interviewed management trainees in one particular U.S. company and used their responses to derive nine need categories which were then collapsed into four a priori need levels approximating the four highest needs proposed by Maslow: (1) safety, (2) affiliation, (3) achievement and esteem, and (4) self-actualization. Although no strong evidence was given for Maslow's hierarchy, as the managers advanced in their company their need for safety or security decreased and their need for affiliation, achievement and esteem, and self-actualization increased. These results were in fact comparable to those of other studies conducted in this area. While the Hall and Nougaim study represented the most direct test of the Maslow model to date and was the first to use longitudinal data, it had several limitations. The sample was small and was not randomly selected. Also the data was based on the coding of unstructured interviews which were not

designed to produce data relevant to Maslow's theory. Thus the results of this study cannot be considered conclusive.

In a similar study, Lawler and Suttle (25:1972) administered Porter's questionnaire to 187 managers in two organizations. The data, consisting mainly of correlational analyses between need strength or importance and need satisfaction over time, offered little support for the view that the needs of managers in organizations were arranged in a multilevel hierarchy. However, it would have been premature to conclude that Maslow's need hierarchy theory was invalid since this theory has only been tested in a few situations. Instead Lawler and Suttle recommended the further use of the Porter questionnaire, after pointing out that the possibility still existed that even Porter's items did not represent a valid operationalization of Maslow's categories.

According to Lawler and Suttle (25:1972), the results of most studies have shown that lower-level workers tended to be less satisfied and/or more concerned with the lower-order security or safety needs, while managers or higher-level workers expressed concern for the higher-order needs, i.e., achievement, esteem, and self-actualization. However, relatively few studies have examined the need satisfaction and need importance of non-managerial personnel. Haire, Ghiselli, and Porter (16:1966) have suggested that since any position, whether it was executive or blue collar, required something from the individual in the way of

individual effort and the use of his capacities, every job should provide some degree of either extrinsic or intrinsic rewards.

One of the few studies to focus on the need satisfaction and need importance of non-managerial personnel was conducted by Slocum, Topichak, and Kuhn (42:1971). The Porter Need Satisfaction Questionnaire was used to collect data from 83 operative employees in a U.S. glass factory and 94 operative employees in a similar glass factory in Mexico. Significant differences existed between the two countries in almost every need cluster score. The data collected by Slocum et al. indicated that the security need was of primary importance and least satisfied for both groups of operatives. The managers which Porter (38:1961) studied, however, classified the security need as a lower-order need and not very important. Although operative employees in both countries ranked the self-actualization need as second in importance, this need was more highly satisfied in Mexico than in the United States. The U.S. sample also ranked the social need as most satisfied and third in importance, the esteem need as second in satisfaction and fourth in importance, and the need for autonomy as third in satisfaction and fifth in importance.

In conclusion, there would appear to be a need for additional studies which would examine the need satisfaction and need importance of non-managerial personnel.

Clothing and Its Role in the Occupational World

Early clothing research was concerned with the role played by clothing in the formation of first impressions. According to Horn (21:1968), clothing is a part of the silent language that is communicated through the use of visual but non-verbal symbols. As the psychoanalyst J. C. Flugel (12:1930) said in The Psychology of Clothes:

> It is from their clothes that we form a first impression of our fellow creatures as we meet them. . . . In the case of an individual whom we have not previously met, the clothes he is wearing tell us at once something of his sex, occupation, nationality, and social standing, and thus enable us to make a preliminary adjustment of our behavior towards him, long before the more delicate analysis of feature and of speech can be attempted.

Clothing helps others to determine the role that an individual plays in society and it is often one of the simplest means of identifying a person's occupation. Clothing terms such as "white collar worker" and "blue collar worker" are used regularly to describe particular kinds of occupations. There appear to be three main business situations in which clothing plays an important role: (1) the employment interview, (2) the daily appearance of employees, and (3) the reaction of consumers and the general public to employee appearance.

In most job interviews, the employer's first impression of the applicant plays an important part in his final decision. Sorenson (43:1966) studied the contribution of

clothing to impressions formed in the simulated employment interview. The purpose of the study was to determine whether the neatness and/or appropriateness of the job applicant's clothing would influence the interviewer's general impression of the applicant. One hundred and six university students (86 male and 20 female) enrolled in eight Business and Professional Interview speech classes were asked to record their impression of the same job applicant on a 5-point scale (favorable to unfavorable). The eight presentations were identical except for the clothing worn by the job applicant. She appeared in clothing classified into the following four categories: (1) appropriate and neat, (2) appropriate and not neat, (3) inappropriate and neat, and (4) inappropriate and not neat.

Approximately 80 per cent of the total sample formed favorable general impressions of the applicant and an additional 11 per cent were very favorably impressed even though the applicant's clothing varied in appropriateness and neatness. While the inappropriate clothing contributed unfavorably to the interviewer's general impression, the not neat clothing did not increase the number of unfavorable responses. Since this study indicated that clothing was a factor in impression formation, Sorenson recommended that additional research should be conducted to determine the extent of the influence of clothing in employment interviews.

Calvin W. Downs (8:1968) studied the procedures

followed in an actual recruitment interview and he attempted to determine interviewers' and interviewees' impressions of the selection process. Recruiters generally felt that the opportunity to assess a candidate's general appearance was important since many jobs require a particular type of appearance. Interviewers sometimes found themselves generalizing from appearance as an indicator of other qualities such as cleanliness, neatness, orderliness, and even honesty.

The clothing worn by employees on the job has been the focus of several research studies and papers. William G. Carpenter (4:1969) discussed the right of a company or employer to control and prescribe standards of appearance for its employees. Carpenter cited examples of American firms in which employees were fired due to their violation of company dress norms. Although the majority of the issues related to hair styles and facial hair, extremes in clothing were also quite a problem to employers. Most managers interviewed for the study felt they were within their rights to establish standards of general clothing and appearance for their employees. They were most concerned with the clothing and appearance of those who were in contact with the public. Carpenter concluded that management may control the appearance of its employees, but that the standards should be fully communicated to all employees, clearly defined, and consistently enforced.

An exploratory study conducted by Haley (18:1971)

attempted to determine the dress requirements for today's businessmen and to gauge employers' attitudes toward the control of employee appearance and the effect of clothing on impression formation by the public. Nine personnel or department managers in eight Winnipeg businesses, three of which were banks, were asked to score colored photographs of four men between the ages of 20 and 25 according to the acceptability of their clothing for jobs involving contact with the public. All four men were photographed in casual dress, fashionable suits, and conservative suits. The employers were also required to answer several questions concerning the dress and appearance of their employees.

All of the employers in the study stated that good grooming was the first standard which all employees should meet. A suit jacket and tie were required for all those employees in public view. The photographs of men in casual dress were rejected with the exception of retailers who accepted a sweater in fashion departments, and other companies who accepted casual dress for employees out of the public view, i.e., mail order and stockroom clerks. Seven out of nine employers felt the company was justified in exerting control over the appearance of its employees, but none felt the company should actually dictate what employees wear to work. Eight out of the nine employers felt that their company's image was affected by the appearance of their employees. Further research was recommended in order to determine

consumer reaction to employee dress and to investigate
dress codes established by certain companies.

Form and Stone (13:1955) studied the relationship
between occupation and the social significance of men's
clothing. A number of differences were noted between the
two occupational groupings of white collar workers (business-
men or office personnel) and blue collar or manual workers
(factory workers or laborers). White collar workers placed
more importance on clothing than did the manual workers and
for different reasons. The most significant difference be-
tween the occupational groups was that white collar workers
evaluated clothing in terms of its potential for favorably
impressing the persons with whom they came into contact at
work. Manual workers, however, were more concerned with the
durability and comfort of work clothing and its usefulness
in facilitating maximum work performance. Realizing the
value of clothing in forming good first impressions, over
one-third of the white collar workers reported they "dressed
up" when applying for their first employment. Over four-
fifths of the manual workers could not recall having done so.

Two-thirds of the white collar workers and two-fifths
of the manual workers felt that their mode of dress affected
job advancement. In addition, men in business occupations
felt that deviation in dress would impair relations with
customers, the public, or the entire work force while manual
workers felt that such deviation would lead to ridicule from

others who would actively intervene to control the deviation. While nine-tenths of the respondents expressed satisfaction with their work clothing, more white collar workers than manual workers felt they did not have sufficient money to purchase all of the clothing they needed for work. Acceptable dress for office workers consisted of a business suit or sports jacket worn over a shirt and slacks, while blue collar workers wore either uniforms, overalls, or various combinations of old clothes on the job.

Jasinski (22:1957) noted that subtle differences in clothing also existed within each of the broad groups of white collar and blue collar occupations. An accepted mode of dress in an office or plant provided a cue or clue to the identity of the individual and his position within the organization. It also established a recognizable level of achievement which elicited the "right" behavior from others and was therefore rewarding to the wearer. Such modes of dress were seldom formally established but were developed and maintained informally. These informal dress modes helped to identify the individual's rank in the organization as well as horizontal relationships between line and staff. Distinctive apparel may have helped to increase group solidarity and possibly group morale. It was also useful in indicating what behavior to extend to and to expect from other individuals. According to Jasinski, awareness of existing dress codes and what they mean to individuals, groups, and to the

organization as a whole could be helpful to management at several levels.

A uniform, or rather a specific type of working dress, and its significance as a factor in role relationships was recently examined by S. M. Wood (53:1966). He viewed the function of uniforms as two-fold: (1) to emphasize the solidarity of the group and maintain morale and (2) to aid the administration of a large body of individuals. A uniform labels the individual as a member of the group and places him within the hierarchy. To the public, the wearing of a uniform identifies a person as being one of "them" rather than "us." Since a uniform frequently symbolizes certain essential values which the public associates with the organization, a unique corporate image is created. A uniform may also preserve a company's image by preventing the individual from projecting many of his personal characteristics.

At the individual level, uniforms relate persons to each other and establish a role and actions appropriate to it. As well as bringing group members together, a uniform separates members of the same group from other polar roles. Since Wood primarily emphasized the ways in which uniforms contribute positively to social relationships, he recommended further analysis of their dysfunctional elements. He did mention that wearing a uniform subjects an individual to sets of constraints on his behavior which he may tolerate

depending on how meaningful the institution's values are to him and whether his membership in the group is voluntary or not.

The reaction of consumers to the appearance of male business employees was investigated by Haley (17:1972). She attempted to determine whether consumers formed an impression of a business employee on the basis of appearance and if such impressions would influence their decision of whether or not to accept his assistance. Twelve colored slides of businessmen were shown to 34 male and 12 female consumers and then information was obtained regarding their impressions of the businessmen. This study demonstrated that consumers were likely to judge employees by their appearance and that the resulting impressions may affect the way consumers react to these employees. For eight of the 12 slides, those consumers who disapproved mentioned clothing more often than not, indicating that clothing was an important factor influencing their assessment of employees.

Career Apparel Development and Related Research

The term career apparel was coined to reflect a new and a growing market for what was formerly the uniform business. According to an American Fabrics marketing report (46:1971), armor in one form or other was probably the first work clothing being followed by various types of military

uniforms. Work clothing for peacetime occupations was rare
until the end of the 19th century, with exceptions being made
in occupations such as mining and smelting where workers
wore protective leather aprons as early as the 15th century.
At the same time, and at least from the Middle Ages on, work
clothing began to be worn for identification purposes rather
than for protective reasons. The clothing of monks, priests,
and professional men such as doctors, lawyers, and academics
were given as examples of the latter type of work apparel.
A related development which occurred many years later in
England was the formation of special clothing for members
of craft guilds. At the present time, clothing for some
workers in the service industries has been updated in the
form of co-ordinated career apparel outfits which are var-
iable yet also identifiable.

Several reasons for the development of career
apparel have been documented. Margaret Walch (50:1972) for
example, noted that Russia's post-revolutionary artists
expounded the view that a person's clothing should reflect
that person's function in society, rather than individual
taste. She stated that this is the basic rationale behind
career apparel. However, the majority of pamphlets and
articles concerned with the promotion of career apparel have
emphasized the importance of the public image motive to the
employer. According to one such pamphlet (10:1969):

> A company image is the composite of many facets
> of its products, services, and marketing program.
> Most significant is the impression given by company
> personnel to customers and the public. Apparel is a
> critical factor for the proper image.

Therefore, for the employer, the main advantage of career

apparel is the presentation of a unified corporate image.

Banks, airlines, public utilities, insurance companies, and

hotels or companies that are selling essentially the same

product or service are constantly looking for new ways of

projecting a sharper public image. Career apparel may well

provide such an answer. Even within one particular industry,

i.e., the banking industry, competition exists. Dr. Paul

Fine (44:n.d.) suggested that something must be done to give

banks an even more distinct public image so they will have

a competitive edge in attracting customers to their premises.

The career apparel idea does seem to have considerable merit

in presenting a modern image of the bank to the public.

One of the few empirical career apparel studies

which identified the importance of career clothing to the

banking industry was conducted by Daniel Yankelovich Incor-

porated (45:1970) for the Linen Supply Association of

America. The size and nature of opportunities for the linen

supply industry in career apparel were investigated. One of

the market segments studied, which related to the present

investigation, was that of clerical workers. This study

consisted of an exploratory phase and an in-depth survey

phase. In the former, hypotheses were developed through a

review of studies, secondary information sources, and meetings with key executives in various companies. Then in-depth interviews were conducted in eight major U.S. cities with more than 200 respondents in 75 leading organizations. Forty-five of these companies, which included 10 commercial banking institutions, were classified as the clerical workers segment.

The results of this study indicated that banks, utilities, and savings and loan associations offered the greatest market potential for career apparel. Although the benefits of career apparel could not be measured precisely due to the influence of other factors such as higher salaries, improved training programs, and general economic conditions, most banks and savings and loan associations that had initiated career apparel programs appeared to have favorable results. A minority of banks and savings and loan associations had considered career apparel and rejected the proposal, but not all companies had made a definite decision in this area. According to the study, banks with deposits over $50 million currently offer the best market potential for career apparel for both men and women. By 1980 this concept will be widely accepted in the banking industry and, as a result, smaller banks will also be in the market for career apparel.

Dr. Paul A. Fine (9:1971), in defining the growing popularity of career apparel clothing in the banking

industry, identified two major factors:

> The first of these is dignity enhancement - the desire of people to strive for increased personal recognition in a society which is becoming more impersonal daily. The second reason is the increasing effort of banks to project a favorable customer and public image.

Some Personality Correlates of Clothing Behavior

Considerable empirical research and theorizing has been conducted in the field of clothing and textiles in an attempt to relate particular kinds of clothing behavior to personality variables. The following discussion will focus on the personality variables of security-insecurity, conformity-individuality, and the relationship between Maslow's theory of basic needs and clothing behavior. The majority of such investigations have used college populations as samples.

In 1926, Grace Morton (35:1926) wrote that:

> Clothes help to make us self-confident, self-respecting, jolly, free, or they make us self-conscious, shy, sensitive, restrained. They determine how much we go into society, the places we go to, the exercise we take. They help us to get jobs and to hold them, to miss them and to lose them.

According to Ryan (40:1966), there seems to be some evidence confirming the theory that interest in clothing and the felt need for clothing varies inversely with an individual's general feeling of adequacy or self-confidence in social situations. That is, the more secure the individual

feels in such situations, the less importance she attaches
to clothing and the less it affects her.

Several empirical clothing studies have examined
the concept of security-insecurity but the results of these
studies cannot be directly compared due to the difference in
instruments used. The majority of such investigations have
involved the completion of one of two measures: (1) Maslow's
Security-Insecurity Inventory or (2) Lapitsky's social
security-insecurity measure.

Dickey (7:1967) investigated the relations existing
among the projection of certain aspects of the self in the
interpretation of costumes, the personality syndromes of
self-esteem and security-insecurity, and selected clothing
behaviors of college women. Those subjects who differed in
level of esteem and security-insecurity (as measured by
Maslow's Social Personality Inventory and S-I Inventory
respectively) reflected some differences in their use of
words to describe pictures of clothed figures. Those indi-
viduals in the low self-esteem insecure subsample used fewer
high self-esteem words and more low self-esteem words to
describe the clothed figure or person with whom they identi-
fied. Thus subjects appeared to judge these figures as a
result of the projection of certain aspects of self.

An exploratory study conducted by Taylor (47:1969)
compared the interest in clothing and sense of psychological
security of grade nine girls wearing uniforms in two private

schools with those of grade nine girls not wearing uniforms in two public high schools in a Canadian city. The Aiken Revised Clothing Opinionnaire and Maslow's S-I Inventory were used to measure clothing interest and psychological security respectively. Results of the t-test revealed no significant differences between the two groups in either psychological security or interest in clothing.

White (52:1970) compared the personality and perceptual characteristics of 40 college women classified as either deviant or non-deviant in their dress. Subjects were tested for field dependence-independence, psychological security-insecurity as measured by Maslow's S-I Inventory, orientation to clothing, and inner-other directedness. It was concluded that individuals who were deviant in their dress were more field independent, more secure, and more oriented toward using clothing to seek reward and to be different than the non-deviant individuals.

A study undertaken by Lapitsky (24:1961) investigated: (a) the relative importance of the aesthetic, economic, political, and social values in the clothing-behavior patterns of women, (b) the relation between specific clothing values and parallel general values, and (c) the relation between feelings of social security and insecurity and emphases placed on certain clothing values. A social security-insecurity measure was developed which dealt primarily with an individual's feelings of adequacy and inadequacy in

social-interaction situations in which clothing played an important role. The sample was comprised of two groups of women, 80 undergraduate students and 80 teachers, enrolled at Pennsylvania State University. The subjects who scored in the upper one-quarter or lower one-quarter of the continuum for social security-insecurity were classified as socially insecure or socially secure respectively. The results indicated that the aesthetic clothing value mean score was significantly higher for both groups of socially secure subjects than for the socially insecure. In addition, the Social II (desire for social approval and conformity) clothing value mean score was significantly higher for the two groups of socially insecure subjects than for the socially secure.

Herk (20:1968) studied the attitudes of college women toward conformity and nonconformity in clothing by determining the relation between feelings and probable actions in high-sanction situations and attitudes toward clothing conformity and social security-insecurity. Lapitsky's social security-insecurity measure and two clothing instruments designed to measure clothing conformity and nonconformity were administered to 101 college women. There were no significant relationships between attitudes toward clothing conformity or probable actions in selected high-sanction social situations and social security-insecurity. However, those subjects who responded in a nonconforming

manner to expected modes of action were found to be more
socially secure than those who gave a conforming answer.

Choitz (5:1968) also studied the concept of social
security-insecurity. She attempted to determine if differ-
ences existed between high school girls who wore uniforms
and those who did not wear uniforms in the following char-
acteristics: (a) attitudes toward uniforms, (b) feelings
of social security-insecurity, (c) size and composition of
wardrobes, and (d) selected clothing behavioral factors.
The results indicated that students' attitudes toward uni-
forms were related to their previous experience with
uniforms, i.e., those who wore school uniforms had more
positive attitudes toward the wearing of uniforms. There
were no significant differences in the social security-
insecurity scores of the two groups.

Horn (21:1968) stated in The Second Skin that all
individuals are motivated by a need for belongingness to
conform to the pattern of a social reference group and that
the intensity of this need is directly related to the com-
pulsion and avidity with which group norms are followed by
the individual. She added that:

    Clothing provides a conspicuous emblem of group
    belongingness; as an individual matures, his clothing
    values are modified within the context of a broader
    social reference group.

True individualists usually have a set of strong, internal-
ized standards and therefore they can make decisions which

are independent of group action. Horn suggested that individuality in dress and the ability to resist group pressure requires a high degree of psychological security as well as extreme faith in one's personal convictions.

The most recent and most systematically organized research relating clothing behavior to a need theory of motivation is that of Creekmore (6:1963) who based her hypotheses upon Maslow's theory of motivation as formulated in 1954. Three hundred college women completed three instruments designed to measure basic needs, general values, and clothing behavior. For each of the 56 statements in Creekmore's measure of basic needs, the respondent was asked to indicate whether she would be very likely, somewhat likely, 50/50, somewhat unlikely, or very unlikely to do the same thing in the stated situation or in a similar situation. Each need was balanced against every other need. Only a few of the relationships hypothesized by Creekmore were significant. The needs for belongingness and esteem were both related to the behavior items which referred to clothing as a status symbol. The need for self-esteem was also related to the use of clothing as a tool. One limitation of Creekmore's study was the non-random and homogeneous sample which she used. Her group was probably not as differentiated in needs or values as a random sample of the population might have been. Creekmore also recognized the limitations of her measures and stated that if the validity of the instruments

was improved, more positive relationships might be found.

Thus considerable theorizing and a lesser amount of empirical research has taken place with regard to the relationship between certain personality variables and clothing behavior. Since each of the situations in which clothing behavior was studied tended to be very specific, it was somewhat difficult to fully integrate the results of these investigations.

Chapter 3

METHODOLOGY

The procedure followed in this study was similar
to that used in many other investigations of individuals in
organizational settings. The theory of basic needs formula-
ted by Abraham Maslow (28:1954) constituted the theoretical
framework. An individual's decision to wear or not to wear
career apparel may be related to her level of need satisfac-
tion and need importance. Thus it seemed appropriate to
study this kind of clothing in relation to a need theory.

Prior clothing research has demonstrated that the
feelings of security an individual possesses may influence
the importance she attaches to clothing and also the effect
clothing has on her behavior. An individual's feeling of
security may influence her decision to wear or not to wear
career apparel. The concept of psychological security is
closely related to Maslow's definition of the need for
security or safety and has been clinically studied by him
(31:1945).

Hypotheses

The research hypotheses of this study were based on
inter-relationships between certain personality and biograph-
ical characteristics of female bank employees and their

attitudes toward and frequency in use of non-compulsory career apparel. These hypotheses, stated in the null form, were:

Hypothesis 1. Groups which report differences in the frequency that career apparel is worn in a given week are not measurably different in the following personality characteristics:

(a) general feelings of psychological security,

(b) need satisfaction,

(c) need importance.

Hypothesis 2. Groups which report differences in the frequency that career apparel is worn in a given week are not significantly different in the following biographical characteristics:.

(a) age,

(b) marital status,

(c) level of education,

(d) percentage working time employees are in verbal and/or visual contact with customers,

(e) position in the bank,

(f) number of years with present employer,

(g) length of time individual employees have worn career apparel in the Bank of Nova Scotia.

Hypothesis 3. There is no significant difference between:

(a) the groups' rankings of reasons for:

(i) initial wearing or not wearing of

career apparel

(ii) present wearing or not wearing of

career apparel

(b) rankings of initial and present reasons for the

wearing or not wearing of career apparel within each group.

Instruments Used

The three instruments used to obtain information

needed for this study, Maslow's Security-Insecurity Inven-

tory, a modified version of the Porter Need Satisfaction

Questionnaire, and a personal data questionnaire were

combined into a composite test booklet. This booklet, with

the last section containing the published S-I inventory

eliminated, is found in Appendix A.

To justify the use of these instruments, it was

necessary to make the following assumptions:

1. An individual's personality, biographical char-

acteristics, and clothing behavior are inter-related.

2. The need hierarchy theory formulated by Maslow

(28:1954) is a valid one and can be applied to an organiza-

tional setting.

3. The Security-Insecurity Inventory constructed by

Maslow (32:1952) adequately measures the concept of psycho-

logical security.

4. The modified Need Satisfaction Questionnaire developed by Porter (36:1962) and revised in content and form by the present author adequately measures the satisfaction and importance of the security, social, esteem, autonomy, and self-actualization needs as conceptualized in Maslow's theory of human motivation.

5. The personal data questionnaire constructed by the present author gathers adequate information regarding the general attitudes of employees toward the wearing of career apparel.

Security-Insecurity Inventory

The S-I Inventory, a published psychological test, was developed by Maslow and his associates (32:1952) as a by-product of a clinical and theoretical research project focusing on the concept of psychological or emotional security. The purpose of the inventory was to detect and measure feelings of psychological security, one of the most important determinants of mental health, by discovering something about all of the individual variables involved in the syndrome of security-insecurity.

This measure was very carefully constructed to balance the number of items representing the different sub-syndromes and to equally distribute the items measuring security between "yes" and "no" answers. The reliability and validity of this inventory have been established.

Reliability coefficients of 0.86 and 0.91 were determined by internal consistency techniques. Although it was not possible to validate this measure with an external criterion, when it was compared to other valid measures a validity coefficient of 0.81 was reported (32:1952). When students who had taken the test estimated the validity of their test score by comparing it with their own opinion of themselves, 88 per cent judged the test to be either extremely or very accurate.

Each set of 25 questions in this inventory was developed as a structured unit with: (a) approximately two representatives of each sub-syndrome, (b) equal numbers of "yes" and "no" questions, and (c) few items resulting in sex, age, religious, or self-esteem differences. The use of only one sub-test can provide a reliable test of security. Correlation coefficients of 0.90 between each sub-test and the total score, and reliability coefficients of 0.83 and 0.81 for the first 25 questions have been determined.

The security-insecurity score for each subject is the total number of unweighted insecure responses. A low score represents a high level of security, while a high score indicates a low level of security.

Modified Porter Need Satisfaction Questionnaire

Porter's original questionnaire (36:1962) was developed to measure the fulfillment, satisfaction, and importance

of needs related to a manager's position within an organization. Each item in the questionnaire was categorized according to one of five needs. The categories and their hierarchical arrangement were in general agreement with the need classification system used by Maslow (28:1954) and included items relating to the security, social, esteem, autonomy, and self-actualization needs. The questionnaire did not contain any items related to the physiological needs as these were assumed to be sufficiently satisfied by most individuals. Also, Maslow's esteem category was divided into two parts, an esteem and an autonomy need category.

The original inventory consisted of 13 randomly-arranged items. For each item the respondent was asked to check a 7-point scale according to:

(a) How much of the characteristic is there now connected with your management position?

(b) How much of the characteristic do you think should be connected with your management position?

(c) How important is this characteristic to you in your management position?

A check of one on the scale represented a minimum amount and a check of seven represented a maximum amount of the characteristic in question.

Need satisfaction was calculated as the difference between responses to questions (a) and (b). The response to question (c) was taken as a singular indication of the

relative importance associated with each need item. Scores were usually reported in terms of the five need categories and were obtained by averaging an individual's responses to all items in a given category.

To use Porter's questionnaire for this study of non-managerial personnel, it was necessary to modify the questionnaire in both content and form. These changes could be justified because the original questionnaire had only face validity. No studies of the reliability and validity of the inventory were available.

The instructions for the questionnaire were modified by substituting the words "in my job" for the original words "in my management position." The size of the questionnaire was increased from 13 to 18 items. The addition of three items to the security need category and two items to the social need category were made because it was felt that these needs might be more important and less well satisfied for non-managerial personnel. This addition of items also helped to equalize the number of items in each need category. In the original inventory the 13 items were distributed as follows: one item in the security need category, two in the social need category, three in the esteem need category, four in the autonomy need category, and three in the self-actualization need category. In the modified form the distribution was three, four, three, four, and four in each respective need category.

The items added to the security need category were:
(a) predictable, ordered, unambiguous work situations, (b)
steady employment, and (c) a good fringe benefit program.
These items were identical to those developed by Eyres
(11:1970) for inclusion in a questionnaire constructed to
measure the elements of job satisfaction.

The items added to the social need category of the
questionnaire were: (a) cooperative, friendly relations
with my fellow employees and (b) a feeling of group belong-
ingness at work. The first item was identical to an item
constructed by Eyres (11:1970), but the second item was
developed by the present author.

The three security need items and two social need
items were selected following a categorization of eight pos-
sible items by a group of bank branch managers (Appendix B).
These items were chosen since they received the heaviest
weightings, i.e., they were categorized most often into each
of the security and social need categories.

The original Porter questionnaire was also modified
in form. The order of items was randomized following the
addition of the five items. Separate answer sheets were pro-
vided for each of the three ratings requested for every item.
This was done to eliminate the possibility that subjects
would either confuse or visually compare the three ratings
which, in the original inventory, were adjacent to one
another.

Personal Data Questionnaire

The personal data questionnaire (Appendix A) was
constructed by the author to secure the required biograph-
ical information and to obtain employees' attitudes toward
career apparel. In addition to indicating the number of
days in a given week that she usually wore career apparel,
the individual respondent was asked to rank a list of pos-
sible reasons for deciding to wear or not to wear career
apparel.

Survey of Branch Managers' Attitudes Toward Career Apparel

An additional brief questionnaire was constructed
to obtain the attitudes of branch managers of banks used in
the study toward career apparel and the effect of its wear-
ing on their staff (Appendix C). Included in this survey
were ratings of the morale level of their office staff
before career apparel was introduced, immediately after, and
at the time of this study. Branch managers also provided
comments regarding their general feelings about the wearing
of career apparel, stated whether or not the career apparel
program within their particular branch was working, and gave
their suggestions for improvement of the program.

Pretest

A pretest was given to female employees in one
branch of the Bank of Nova Scotia to determine total time
for administration of the measures and to locate any

problems respondents had in using the test booklet. All
subjects were able to complete the entire test booklet in
30 minutes, the time limit set by most branch managers. The
investigator noted that some of the subjects had encountered
difficulty with questions 13 and 14 (those involving a rank-
ing of six statements describing reasons for wearing or not
wearing career apparel). The instructions were revised
slightly to clarify the kind of response that was expected.
Because there were no major changes in the test booklet, the
responses of employees used in the pretest were analyzed
with those of employees tested at a later date.

Selection of the Sample

A listing of Winnipeg firms whose employees wore
career apparel was obtained through the cooperation and
assistance of Winnipeg apparel manufacturers. Twenty-eight
of 40 companies replied to a letter directed to its presi-
dent or manager (Appendix D). The results of the enclosed
survey (Appendix E) indicated that eight of these 28 firms
either designed and/or manufactured some type of career
apparel.

Since the banking industry currently comprises the
largest portion of the U.S. career apparel market, and
because several Winnipeg banks were included in the manufac-
turers' lists of customers for career apparel, this particular

industry was examined more closely as a potential source of subjects. The Bank of Nova Scotia career apparel program was chosen as the focus of this study because Dr. Paul A. Fine (46:1971) had suggested it was important to study a company which operated a relatively satisfactory program. In this bank many employees were still wearing career clothes designed and introduced to them in the fall of 1969. Initially it had been the employees and not management who decided to adopt some form of career apparel and the wearing of career apparel was non-compulsory. In addition, in this bank, each branch was completely autonomous with regard to the dress of its employees.

Employees could purchase several items including a dress, jacket, skirt, vest, blouse, slacks, and hat. The clothing was constructed from 100 per cent polyester double-knit in a color designated as Scotia Blue. The most popular items appeared to be the dress, jacket, and skirt. The dress was sleeveless with princess lines; the jacket was double or single-breasted with a notched collar, long sleeves, and slash pockets; and the skirt was slightly A-line. The number and kind of career apparel items purchased by the female staff were not restricted and employees were required to pay for and maintain their own career apparel.

Subjects chosen for this investigation were female employees in non-managerial positions in Winnipeg branches of the Bank of Nova Scotia. It was necessary to limit the

study to females in non-managerial positions because male employees did not wear career apparel and most of the females held non-managerial positions.

Research sessions were held at 14 of the 20 Winnipeg branches and a total of 106 employees were tested. It was not possible to arrange research sessions at six of the 20 branches for various reasons such as high employee turnover, the impossibility of arranging a group session, and difficulties related to either busy periods or to completely new or insufficient staff.

Procedure

After the approval of the Supervisor in the Regional Office of the Bank of Nova Scotia was obtained, a letter was sent to each of the 20 branch managers to acquaint them with the nature of the study and to obtain their individual support (Appendix F). This letter was followed up wherever possible with a personal interview at which time dates and times for the research sessions were arranged. To provide the bank employees with some information, copies of a memo describing the nature of the sessions were given to each branch manager to be distributed approximately one week prior to the scheduled research session in their branch (Appendix G). The majority of the sessions were scheduled during the months of May, June, and July, 1972.

Employee participation in this project was completely voluntary. Employees were told that the inventories were to be completed anonymously and that their opinions would be treated as confidential and professionally privileged. It was emphasized that this was a research study being conducted at a university and not a company sponsored investigation.

Every attempt was made to reduce the time required for completion of the inventories. Measures were administered in booklet form to employees in a group situation with verbal instructions kept to a minimum. The researcher personally administered all but one of the sessions.

At the end of each session, the booklets were checked to ensure that all measures were correctly completed. Two subjects who did not complete the majority of the questionnaires were eliminated from the sample. Seven of the final 104 subjects did not complete the entire 75 or even 50 questions of the S-I Inventory and therefore the scores used in the final analysis were those based on the first 25 questions. Those subjects who either neglected to complete or incorrectly completed questions 12, 13, or 14 of the personal data questionnaire were also eliminated, but only from the sections of the statistical analysis pertaining to these questions.

Statistical Analysis of Data

The responses to each question of the personal data questionnaire were scored and the percentage of the total sample of 104 employees answering each part of each question was calculated. These subjects were then placed into groupings on the basis of how often they reported wearing career apparel in a given work week.

Several nonparametric techniques were used to test the hypotheses at the chosen significance level of 0.05. The selection of nonparametric statistics was made for the following reasons as outlined by Siegel (41:1956):

1. The tests are "distribution free," i.e., they do not assume that the scores under analysis were drawn from a population distributed in a certain way.

2. Nonparametric techniques may be used with scores which are not exact in any numerical sense, but which in effect are simply ranks.

3. There are suitable nonparametric tests for treating data which are simply classificatory, i.e., are measured on a nominal scale.

4. Nonparametric statistical tests are useful with small samples and are particularly helpful to the researcher whose samples must be small due to their very nature.

5. Nonparametric statistics are generally very simple to compute and are not as complicated or time-consuming as many of the parametric statistical tests.

Chapter 4

RESULTS AND DISCUSSION

Career Apparel Groupings

Subjects were placed into one of three career
apparel groupings on the basis of how often they reported
wearing career apparel in a given work week. Group A con-
sisted of 54 employees who reported that they did not wear
career apparel at the time of this investigation. Ten
employees in this group, referred to as sub-group AA, wore
career apparel initially but had discontinued wearing it.
Group B consisted of 21 employees who reported wearing
career apparel one to three days a week, while group C in-
cluded 29 employees who wore career apparel four or five
days a week. The number and percentage of subjects in each
career apparel grouping are given in Table 1.

For some sections of the statistical analysis the
subjects in sub-group AA were separated from group A and
analyzed separately. Although the responses of subjects
in group B and group C were usually analyzed separately,
they were combined into one grouping (group BC) for one
section of the statistical analysis.

Table 1

Summary of Career Apparel Groupings

Career Apparel Grouping	Number of Days a Week Career Apparel Was Worn	Number of Subjects	Percentage of Subjects
Group A[1]	Not at all	54	51.9%
Group B	1 to 3 days a week	21	20.2%
Group C	4 or 5 days a week	29	27.9%

[1]Includes sub-group AA, 10 employees who wore career apparel initially but had discontinued wearing it.

Relationship Between the Wearing of Career Apparel and Selected Personality Characteristics

The personality characteristics of security-insecurity, need satisfaction, and need importance were studied in relation to the wearing of career apparel. Security-insecurity scores for each subject were based on the first 25 questions of the S-I Inventory. Need satisfaction and need importance cluster scores were calculated for each subject for each of the five need categories: (1) security, (2) social, (3) esteem, (4) autonomy, and (5) self-actualization. The directional rating for all variables is given in Table 2.

Table 2

Directional Rating of Personality Variables

Personality Variable	High	Low
Security-insecurity	Insecure	Secure
Need satisfaction	Unsatisfied	Satisfied
Need importance	Important	Unimportant

Security-Insecurity

The security-insecurity scores of the respondents
were classified according to a distribution of scores orig-
inally developed by Maslow (32:1952) but adapted slightly
for use with scores based on the first 25 questions of the
S-I Inventory. Table 3, which presents Maslow's classifica-
tion in relation to the number of employees in each career
apparel grouping, shows that the majority of the respondents
were classified as either insecure or average and only 25
as secure.

The Kruskal-Wallis One Way Analysis of Variance by
Ranks (41:1956) indicated that no significant difference
existed between the three career apparel groupings in rank-
ings of their security-insecurity scores. Thus, employees'
feelings of psychological security were not significantly
related to the number of times they wore career apparel in a
given work week.

Table 3

Number of Respondents in Each Career Apparel Grouping
Classified as Secure, Average, and Insecure
According to Maslow's Classification

Career Apparel Grouping	Secure	Average	Insecure
Group A (N=54)	16	22	16
Group B (N=21)	3	8	10
Group C (N=29)	6	6	17

However, the value of the H statistic calculated as
4.4283 in the Kruskall-Wallis Analysis was fairly close to
the value of 5.99 needed to establish significance at the
0.05 level. A re-examination of Table 3 indicated a greater
tendency for employees who did not wear career apparel
(group A) to be classified as secure and for employees who
wore career apparel (group BC) to be classified as insecure.
Therefore the security-insecurity scores of group A and
group BC were analyzed for differences. The Mann-Whitney U
Test (41:1956) revealed that a significant difference did
exist at the 0.05 level in rankings of the security-
insecurity scores of the two groups.

The mean ranks calculated for group A (N=54) and

group BC (N=50) were 46.55 and 58.92 respectively. This indicated that employees who did not wear career apparel tended to have a lower average ranking of security-insecurity scores, i.e., they were more secure than those employees who wore career apparel.

This evidence that employees who wore career apparel tended to be less secure than those who did not wear this kind of clothing supports some conclusions made by White, Lapitsky, and Herk in their studies of the relationship between clothing and feelings of psychological security. White (52:1970), in her study of individuals who were deviant and non-deviant in their dress, concluded that those individuals who did not deviate in their dress were less secure than those who deviated. Lapitsky (24:1961) found that the mean score for the Social II clothing value (the desire for social approval and conformity) was significantly higher for socially insecure individuals than for socially secure individuals. A study by Herk (20:1968) demonstrated that socially secure subjects responded to expected modes of action in a nonconforming manner. Horn (21:1968) has suggested that individuality in dress and the ability to resist group pressure requires a high degree of psychological security. Perhaps the decision by some employees in the present study to reject career apparel was related to their higher degree of psychological security and their desire to be more individualistic in their dress.

Need Satisfaction and Need Importance

The results of the Kruskal-Wallis One Way Analysis
of Variance by Ranks for need satisfaction and need impor-
tance (Table 4), indicated that no significant differences
existed between the three career apparel groupings in rank-
ings of their need satisfaction and need importance scores.
Therefore, the employees' levels of need satisfaction and
need importance were not significantly related to the number
of times they wore career apparel in a given work week.
These results do not support Dr. Paul Fine's statement (46:
1971) that career apparel helps to satisfy employees' need
for belongingness. No significant difference was found
between the three career apparel groupings in rankings of
their social need satisfaction scores.

Table 4

Results of Kruskal-Wallis One Way Analysis of
Variance by Ranks for Need Satisfaction
and Need Importance

Personality Variable	H Statistic
Security need satisfaction	4.3949
Social need satisfaction	0.2281
Esteem need satisfaction	0.3636
Autonomy need satisfaction	0.4205
Self-actualization need satisfaction	1.0855
Security need importance	0.4682
Social need importance	0.4258
Esteem need importance	1.3989
Autonomy need importance	0.8251
Self-actualization need importance	0.0120

The results of the rank test for homogeneity of groups developed by Atkinson (2:1972) confirmed the finding that employees' levels of need satisfaction and need impor- tance were not related to the number of times they wore career apparel in a given work week. The two Q statistics, calculated from the totals of the rankings of the need satisfaction and need importance scores, revealed that the three career apparel groupings did not differ significantly in rankings of the five needs according to their satisfac- tion and importance.

The mean rankings of the need satisfaction scores for each career apparel grouping are found in Table 5. Each group ranked the social need as the most satisfied need and either self-actualization or autonomy as the least satisfied need. In view of Dr. Fine's statement (46:1971) that career apparel helps to satisfy the need for belonging- ness, it was surprising to note that the social or belong- ingness need was the most satisfied need for each career apparel grouping, even for group A (employees who did not wear career apparel).

Self-actualization, security, and social needs were ranked as first, second, and third in importance by all career apparel groupings. The mean rankings of the need importance scores for each career apparel grouping are found in Table 6.

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Table 5

Mean Rankings of Need Satisfaction Scores for the Five
Need Categories for Each Career Apparel Grouping

Career Apparel Grouping	Need Category				
	Security	Social	Esteem	Autonomy	Self-Actualization
Group A	3	1	2	5	4
Group B	2	1	3	4	5
Group C	3	1	2	4	5

1 = most satisfied
6 = least satisfied

Table 6

Mean Rankings of Need Importance Scores for the Five
Need Categories for Each Career Apparel Grouping

Career Apparel Grouping	Need Category				
	Security	Social	Esteem	Autonomy	Self-Actualization
Group A	2	3	4	5	1
Group B	2	3	5	4	1
Group C	2	3	4	5	1

1 = most important
6 = least important

The self-actualization need was the most important but one of the least satisfied needs for all employees tested, while the esteem need was ranked either fourth or fifth in importance but second or third in satisfaction. These findings may provide support for Maslow's belief (28:1954) that a satisfied need is not a motivator. However, it was anticipated, on the basis of Maslow's hierarchy, that the respondents would rank the security and social needs as less important and the autonomy need as more important than was actually the case.

The need satisfaction and need importance scores of group A (employees who did not wear career apparel) and group BC (employees who wore career apparel) were also analyzed for differences. The results of the Mann-Whitney U Test, given in Table 7, showed that a significant difference existed at the 0.05 level in rankings of the need satisfaction scores of the two groups of employees with respect to only one of the five needs, the security need. No significant differences were found in rankings of need importance scores of the two career apparel groupings.

The mean ranks calculated for group A and group BC for security need satisfaction were 58.36 and 46.17 respectively. These results demonstrated that those employees who did not wear career apparel (group A) tended to have higher security need satisfaction scores, i.e., they were less satisfied with the security aspects of their jobs than those

Table 7

Results of Mann-Whitney U Test[1] for Need Satisfaction
and Need Importance

Need Category	Critical Ratio (Z) for Need Satisfaction	Critical Ratio (Z) for Need Importance
Security need	-2.0774*	0.2879
Social need	0.2760	0.5898
Esteem need	-0.5381	0.8504
Autonomy need	-0.3952	0.7842
Self-actualization need	-0.2257	0.0862

[1]The Mann-Whitney U Test utilizes a ranking of values and not mean values.

*$P < 0.05$ for two-tailed test.

employees who wore career apparel (group BC).

An interesting and somewhat puzzling relationship was noted between the security-insecurity scores and the security need satisfaction scores of the employees tested. Those employees who tended to be less secure psychologically (group BC) were more satisfied with the security aspects of their jobs than employees in group A. Although it was beyond the scope of the present study to examine this particular aspect, such a relationship may be of special concern to researchers interested in the behavior and attitudes of man in an organizational setting.

Relationship Between the Wearing of Career Apparel and Selected Biographical Characteristics

Several personal and job-related characteristics of the female bank employees in this study were tabulated. A Chi-square test of independence (41:1956) was used to determine whether significant associations existed between these characteristics and employees' frequency in use of career apparel.

Age, Marital Status, and Education of Employees

The majority of the 104 women in the total sample were between 20 and 29 years of age. Over one-half of the total sample were married, while slightly over one-third were single with the remainder either separated, widowed, or divorced. The educational level of the respondents varied with the majority obtaining at least high school graduation. The number and percentage of employees in the total sample and in each career apparel grouping are tabulated according to the personal characteristics of age (Table 8), marital status (Table 9), and level of education (Table 10).

Chi-square analysis was used to test for significant relationships between the wearing of career apparel and these three personal biographical characteristics. No significant relationship existed between the number of times women wore career apparel in a given work week and either their age or marital status. However, a significant degree

Table 8

Number and Percentage of Employees in the Total
Sample and in Each Career Apparel Grouping
According to Age

Grouping	Age Range		
	Under 20	20-29	30-49
Total sample (N=104)	14 (13.4%)	63 (60.6%)	27 (26.0%)
Career apparel group A (N=54)	10 (71.4%)	32 (50.8%)	12 (44.4%)
Career apparel group B (N=21)	3 (21.4%)	15 (23.8%)	3 (11.2%)
Career apparel group C (N=29)	1 (7.2%)	16 (25.4%)	12 (44.4%)
	14(100.0%)	63(100.0%)	27(100.0%)

Table 9

Number and Percentage of Employees in the Total Sample
and in Each Career Apparel Grouping According to
Marital Status

Grouping	Marital Status		
	Single	Married	Separated, Divorced, or Widowed
Total sample (N=104)	37 (35.6%)	60 (57.7%)	7 (6.7%)
Career apparel group A (N=54)	22 (59.5%)	30 (50.0%)	2 (28.6%)
Career apparel group B (N=21)	8 (21.6%)	13 (21.7%)	0 (0.0%)
Career apparel group C (N=29)	7 (18.9%)	17 (28.3%)	5 (71.4%)
	37(100.0%)	60(100.0%)	7(100.0%)

Table 10

Number and Percentage of Employees in the Total Sample
and in Each Career Apparel Grouping According to
Level of Education

Grouping	Level of Education			
	Some High School	Graduate of High School	Business College	Some College
Total sample (N=104)	17 (16.3%)	54 (51.9%)	17 (16.3%)	16 (15.5%)
Career apparel group A (N=54)	7 (41.2%)	29 (53.7%)	6 (35.3%)	12 (75.0%)
Career apparel group B (N=21)	1 (5.9%)	12 (22.2%)	6 (35.3%)	2 (12.5%)
Career apparel group C (N=29)	9 (52.9%)	13 (24.1%)	5 (29.4%)	2 (12.5%)
	17(100.0%)	54(100.0%)	17(100.0%)	16(100.0%)

of association did exist at the 0.05 level between the
educational level of the respondents and the wearing of
career apparel. As the employees' level of education in-
creased, the likelihood that they would wear career apparel
decreased. Career apparel was worn four or five days a week
by 52.9 per cent of those employees who did not complete
high school but was not worn at all by 75.0 per cent of
those employees who had completed some college (Table 10).

Percentage Working Time Employees Were in Verbal and/or
 Visual Contact with Customers

There was considerable variation in the percentage
working time the 104 employees were in contact with the
public. The number and percentage of employees in the total
sample and in each career apparel grouping according to this
characteristic are given in Table 11.

Table 11

Number and Percentage of Employees in the Total Sample
and in Each Career Apparel Grouping According to
Percentage Working Time in Verbal and/or
Visual Contact with Customers

Grouping	Percentage Working Time in Verbal and/or Visual Contact with Customers			
	0-25%	26-50%	51-75%	76-100%
Total sample (N=104)	33 (31.7%)	10 (9.6%)	19 (18.3%)	42 (40.4%)
Career apparel group A (N=54)	17 (51.5%)	3 (30.0%)	9 (47.4%)	25 (59.5%)
Career apparel group B (N=21)	6 (18.2%)	4 (40.0%)	5 (26.3%)	6 (14.3%)
Career apparel group C (N=29)	10 (30.3%)	3 (30.0%)	5 (26.3%)	11 (26.2%)
	33(100.0%)	10(100.0%)	19(100.0%)	42(100.0%)

The Chi-square analysis revealed that no significant relationship existed between the wearing of career apparel and the percentage working time employees were in contact with customers. This was rather surprising considering the amount of emphasis currently placed on the establishment of a suitable corporate image for the banking industry. It was expected that employees who were repeatedly in contact with the public would wear career apparel fairly often.

Position in the Bank

The job descriptions provided by 99 of the 104 respondents were classified into the following categories: (a) teller, (b) clerk, (c) stenographer, and (d) department assistant, i.e., credit assistant, loan officer, assistant accountant, or assistant supervisor. Five employees who could not be classified in this manner were eliminated from the analysis. The majority of the employees were either tellers or clerks with smaller numbers being employed as stenographers or department assistants. The number and per- centage of employees in the total sample and in each career apparel grouping according to their position in the bank are given in Table 12.

An employee's position in the Bank of Nova Scotia, another biographical characteristic specifically concerned with the respondent's employment, was significantly related to the number of times she wore career apparel in a given

Table 12

Number and Percentage of Employees in the Total Sample
and in Each Career Apparel Grouping According to
Bank Position

Grouping	Bank Position			
	Teller	Clerk	Stenog-rapher	Department Assistant
Total sample (N=99)	34 (34.3%)	36 (36.4%)	17 (17.2%)	12 (12.1%)
Career apparel group A (N=51)	20 (58.8%)	20 (55.6%)	10 (58.8%)	1 (8.3%)
Career apparel group B (N=20)	8 (23.5%)	6 (16.7%)	3 (17.7%)	3 (25.0%)
Career apparel group C (N=28)	6 (17.7%)	10 (27.7%)	4 (23.5%)	8 (66.7%)
	34(100.0%)	36(100.0%)	17(100.0%)	12(100.0%)

week. This Chi-square value, significant at the 0.05 level, appeared to be due primarily to the marked differences in the wearing habits of the department assistants in comparison with employees holding other bank positions. Two-thirds of the department assistants wore career apparel four or five days a week.

Although no significant relationship existed between the percentage working time employees were in contact with the public and the wearing of career apparel, it was possible

that this characteristic together with the position
employees held in the bank exerted an influence on the num-
ber of days a week employees wore career apparel. It was
found that all department assistants who were in contact
with the public over three-quarters of the time wore career
apparel four or five days a week. However, only about one-
tenth of the clerks, one-fifth of the tellers, and one-
quarter of the stenographers who were in contact with cus-
tomers a similar amount of time wore career apparel four or
five days a week. The department assistants may have been
more concerned with the public relations value of career
apparel than employees in other bank positions.

Number of Years Employed By the Bank

In the total sample of 104 employees, approximately
one-fifth were located in each of the five intervals based
on the number of years they had been employed by the bank.
Table 13 presents the number and percentage of employees in
the total sample and in each career apparel grouping accord-
ing to how long employees had been employed by the bank.

According to the Chi-square analysis, the number of
days employees wore career apparel in a given week was sig-
nificantly related at the 0.05 level to the length of time
they had been working for their employer. Of those employees
who did not wear career apparel (group A), the number and
percentage who decided not to wear career apparel decreased

Table 13

Number and Percentage of Employees in the Total Sample and in Each
Career Apparel Grouping According to Number of Years
Employed by the Bank

Grouping	Number of Years Employed by the Bank				
	Less than 6 months	6 months- 1 year	1 year- 2 years	2 years- 3 years	Greater than 3 years
Total sample (N=104)	20 (19.2%)	19 (18.3%)	20 (19.2%)	20 (19.2%)	25 (24.1%)
Career apparel group A (N=54)	15 (75.0%)	11 (57.9%)	11 (55.0%)	11 (55.0%)	6 (24.0%)
Career apparel group B (N=21)	2 (10.0%)	5 (26.3%)	5 (25.0%)	2 (10.0%)	7 (28.0%)
Career apparel group C (N=29)	3 (15.0%)	3 (15.8%)	4 (20.0%)	7 (35.0%)	12 (48.0%)
	20(100.0%)	19(100.0%)	20(100.0%)	20(100.0%)	25(100.0%)

as the length of time employed by the bank increased.
Fifteen or 75.0 per cent of those employees who had been
with the bank less than six months did not wear career
apparel at the time of this investigation,but only six or
24.0 per cent of the employees who had been with the bank
for over three years did not wear career apparel. The major-
ity of the women who were employed by the bank when the
career apparel program was introduced (two and one-half
years prior to this study), reported that they continued to
wear career apparel. Perhaps the decision of those women
employed only for a short time not to wear career apparel
may have been influenced by the need for some updating of
the career apparel outfits worn in the Bank of Nova Scotia
when this study was conducted.

In addition, the number and percentage of the
employees classified into group C (those who wore career
apparel four or five days a week) increased as the length of
time employed by the bank increased. Although only three or
15.0 per cent of those employees who had spent less than six
months with the bank wore career apparel four or five days a
week, 12 or 48.0 per cent of those individuals who had been
employed by the bank for over three years wore career apparel
as often.

Length of Time Employees Had Worn Career Apparel in the Bank
    of Nova Scotia

One-third of the 60 respondents had worn career

apparel for two to three years; over one-quarter had worn

career apparel for one to two years; approximately one-fifth

had worn it for six months to one year; and slightly less

than one-fifth had worn this kind of clothing for less than

six months. The 44 women who had never worn career apparel

omitted this question. The number and percentage of employ-

ees in the total sample and in each career apparel grouping

according to how long they had worn career apparel in the

Bank of Nova Scotia are presented in Table 14.

Table 14

Number and Percentage of Employees in the Total Sample
and in Each Career Apparel Grouping According to
Length of Time Employees Had Worn Career
Apparel in the Bank of Nova Scotia

| Grouping | Length of Time Employees Had Worn Career Apparel in the Bank of Nova Scotia | | | |
	0-6 months	6 months-1 year	1 year-2 years	2 years-3 years
Total sample (N=60)	11 (18.3%)	12 (20.0%)	17 (28.3%)	20 (33.0%)
Career apparel sub-group AA (N=10)	3 (27.3%)	3 (25.0%)	3 (17.7%)	1 (5.0%)
Career apparel group B (N=21)	3 (27.3%)	5 (41.7%)	5 (29.4%)	8 (40.0%)
Career apparel group C (N=29)	5 (45.4%)	4 (33.3%)	9 (52.9%)	11 (38.0%)
	11(100.0%)	12(100.0%)	17(100.0%)	20(100.0%)

According to the Chi-square analysis, no signifi-
cant relationship existed between the number of times career
apparel was worn in a given week and the length of time
employees had worn career apparel in the particular bank
examined in this study.

Relationship Between the Wearing of Career Apparel and Employees' Rankings of Reasons for Wearing or Not Wearing Career Apparel

A list of six reasons (Set A, Table 15) for wearing
career apparel were ranked in order of their importance by
those individuals who had used career apparel at some time.
A second list of parallel reasons (Set B, Table 15) was
ranked by those employees who had never worn career apparel.

Most employees made two separate rankings, the first
indicating the importance of the reasons to their initial
decision of whether or not to use career apparel, and the
second indicating the influence these reasons had on their
decision to wear career apparel at the time concurrent with
this investigation.

Rankings of Employees' Initial Reasons for Wearing or Not Wearing Career Apparel

Ninety-one of the 104 employees in the total sample
correctly ranked the proper set of reasons for initially
deciding to use or not use career apparel. Each of these
sets of reasons, A (for those who had used career apparel)

Table 15

Reasons for Wearing or Not Wearing Career Apparel

Set A	Set B
a. Other bank employees encouraged me to wear career apparel.	a. Other bank employees did not encourage me to wear career apparel.
b. I think it's economical - saves on clothes.	b. I think it's too expensive.
c. I sometimes enjoy dressing like others.	c. I dislike dressing like others.
d. I feel it simplifies the daily problem of "what to wear."	d. I seldom have trouble deciding "what to wear."
e. I dislike competing with others through dress.	e. I sometimes like competing with others through dress.
f. It makes me feel I belong to the group.	f. I feel I can belong to the group no matter what I wear.

and B (for those who had not used career apparel), were analyzed separately.

A rank test for homogeneity of groups developed by Atkinson (2:1972) was used to confirm that employees who had used career apparel did not differ significantly in the way they ranked their reasons for initially deciding to use this kind of clothing. Since the Q statistic was not significant at the 0.05 level, it was concluded that sub-group AA, group

B, and group C all ranked the six reasons of Set A in a similar manner.

Mean rankings were tabulated for each item in Set A (Table 16). The two most important reasons for the initial decision by these groups to use career apparel were: (1) I think it's economical - saves on clothes and (2) It simplifies the daily problem of "what to wear." The least important reason for sub-group AA and group B was the satisfaction of a need to feel they belonged to a group. Group C felt that the enjoyment they received from dressing like others was the least important reason for initially deciding to use career apparel.

Table 16

Mean Rankings of Employees' Reasons for Initially
Wearing or Not Wearing Career Apparel

Career Apparel Grouping	Reasons[1]					
	a	b	c	d	e	f
Sub-group AA	3	1	5	2	4	6
Group B	3	1	5	2	4	6
Group C	4	1	6	2	3	5
Group A[2] (excluding sub-group AA)	2	5	4	3	6	1

1 = most important reason
6 = least important reason

[1]Specific reasons are identified by item in Table 15.

[2]This group was analyzed separately from the other career apparel groupings.

When the Kendall Coefficient of Concordance Test
(41:1956) was used to analyze the rankings of the reasons in
Set B made by those employees who did not initially wear
career apparel (group A, excluding sub-group AA), a signif-
icant W value of 0.2510 was obtained. This indicated that
employees within group A (excluding sub-group AA) ranked the
reasons in a similar manner.

The mean rankings (see Table 16) calculated for
each item in Set B indicated that the two most important
reasons for the initial decision by these employees not to
wear career apparel were: (1) I feel I can belong to the
group no matter what I wear and (2) Other bank employees did
not encourage me to wear career apparel. Employees in this
group ranked the expensiveness of career apparel as fifth in
importance, an indication that the initial cost of purchas-
ing career apparel was not an influential factor in their
initial decision not to use career apparel.

Rankings of Employees' Reasons for Wearing or Not Wearing
    Career Apparel at the Time Concurrent with this Study

Eighty-nine employees correctly completed the proper
set of reasons for wearing or not wearing career apparel at
the time of this study. A rank test for homogeneity of
groups developed by Atkinson (2:1972) was used to determine
the similarity between: (a) sub-group AA and group A (ex-
cluding sub-group AA) and (b) group B and group C in their
rankings of reasons for wearing or not wearing career

apparel.

Although this analysis revealed that sub-group AA and group A (excluding sub-group AA) did not differ significantly in their rankings of reasons for not wearing career apparel, the mean rankings for each item in Set B (Table 17) were visually different. Although the rank ordering of their reasons differed, the three most important reasons given by sub-group AA and group A for not wearing career apparel were: (1) I feel I can belong to the group no matter what I wear, (2) Other employees did not encourage me to wear career apparel, and (3) I seldom have trouble deciding "what to wear."

Table 17

Mean Rankings of Employees' Reasons for Not
Wearing Career Apparel

Career Apparel Grouping	Reasons[1]					
	a	b	c	d	e	f
Sub-group AA	3	6	5	1	4	2
Group A (excluding sub-group AA)	2	5	4	3	6	1

1 = most important reason
6 = least important reason

[1] Specific reasons are identified by item in Table 15.

The results of a rank test for homogeneity of
groups indicated that group B and group C did not differ
significantly in their rankings of reasons for wearing
career apparel. According to the mean rankings for each
item in Set A (Table 18), the two most important reasons
for the decision by these groups to wear career apparel
were: (1) I think it's economical - saves on clothes and
(2) It simplifies the daily problem of "what to wear."
Item f was ranked as fifth in importance, an indication that
the satisfaction of a need to belong to a group was not an
important factor in employees' decisions to wear career
apparel.

Table 18

Mean Rankings of Employees' Reasons for
Wearing Career Apparel

Career Apparel Grouping	Reasons[1]					
	a	b	c	d	e	f
Group B	3.5	1	6	2	3.5	5
Group C	3.5	1	6	2	3.5	5

1 = most important reason
6 = least important reason

[1]Specific reasons are identified by item in Table 15.

It had been determined by previous analyses that no significant difference existed between the career apparel groupings in the way they ranked the reasons for wearing or not wearing career apparel. An additional statistical technique, the Kendall Coefficient of Concordance Test (41:1956), was used to determine whether employees within each separate career apparel grouping were similar in the way they ranked these reasons. The results of this test indicated that employees within each of the groups A, (excluding sub-group AA), B, and C did not differ significantly but that employees within sub-group AA did differ in their rankings of these reasons. The results of the Kendall Coefficient of Concordance Test are given in Table 19. A significant W value indicated that individuals did not differ significantly in their rankings.

Table 19

Results of the Kendall Coefficient of Concordance
Test for Rankings of Employees' Reasons for
Wearing or Not Wearing Career Apparel

Career Apparel Grouping	Kendall Coefficient of Concordance (W)
Sub-group AA	0.1044
Group A (excluding sub-group AA)	0.3042*
Group B	0.5601*
Group C	0.4673*

*$P < 0.05$

Effect of Time on Reasons for Wearing or Not Wearing Career Apparel

The rankings that an employee made of her reasons for initially wearing or not wearing career apparel were compared to the rankings of reasons she gave for wearing or not wearing this clothing at the time concurrent with this study. The results of a modified Kendall Rank Correlation Test (2:1972) indicated that employees within group A (excluding sub-group AA which ranked only one set of items), group B, and group C ranked the two sets of reasons in a similar way. It was therefore concluded that the reasons influencing employees' use of career apparel did not change over a period of time.

Summary of Employees' Attitudes Toward Career Apparel

Of the 60 employees who had used career apparel at some time, 37 or 61.7 per cent stated they wore it more often in some seasons of the year than in others. Their rankings of the seasons according to how often they wore career apparel indicated that the employees in this particular sample tended to wear career clothes most often in winter, second most often in fall, third most often in spring, and least often during the summer season. An employee's report of how often she wore career apparel in a given work week may have been affected by the season of the

year, since the majority of the research sessions were
conducted during the summer months.

Employees rated the choice of fabric, fit, design,
fashionability, functionality, and ease of care of their
career apparel on a 7-point scale from poor to excellent.
Average ratings were calculated for each of these factors
with ease of care obtaining the highest rating followed
by functionality, choice of fabric, and fit, in that order.
The design of the outfits received the second lowest rating,
while the fashionability of the career clothes received the
lowest rating.

A particularly interesting finding was that 80 of
the 100 employees were generally in favor of wearing career
apparel although only 50 employees reported that they wore
it at the time of this study. Forty-three employees were in
favor of wearing it for economic reasons, 26 for reasons
relating to the improvement of public relations, 11 because
it reduced their indecision over what to wear, and six
because of its positive effect on employee relations.

Of the 20 employees who were not in favor of wearing
career apparel, 10 gave reasons of loss of individuality,
six stated that career apparel was either too expensive for
short term employment or that they already had a sufficient
number of working clothes in their wardrobes, and two stated
that the style and color of the career apparel did not suit
them. Of the remaining two employees, one reported she was

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allergic to synthetic fabrics and the other stated that not everyone wore career apparel at the same time.

Forty-eight of the 100 employees stated that the career apparel program within the Bank of Nova Scotia was working well. However, 18 employees felt that it was only partly working, and 34 stated that the program was not working at all. Employees' suggestions for improvement of the program were:

(a) a better quality fabric and/or a lighter material for summer wear should be selected,

(b) the style of the garments should be updated,

(c) employees should receive financial assistance from the bank in order to lower the initial cost of purchasing career apparel, and

(d) career apparel should be made compulsory or greater emphasis should be placed on its promotion within the bank.

Results of the Survey of Branch Managers'
Attitudes Toward Career Apparel

Five or more of the 11 branch managers who completed the survey sheet (Appendix C) stated that career apparel: (a) adds a certain degree of professionalism to the job which may improve the quality of work, (b) copes with the problem of extreme fashions worn on the job, (c) identifies the employees to the customer, (d) helps to establish a

corporate fashion "look," and (e) creates a more favorable
public image. The latter advantage of career apparel was
mentioned by nine of the 11 branch managers. None of the
branch managers felt that career apparel reduced employees'
feelings of security or decreased employee turnover and
absenteeism, while only one manager thought that it was help-
ful in recruiting new employees.

Three items which five or more branch managers
checked as representing one of the three most important
contributions of career apparel were: (1) career apparel
copes with the problem of extreme fashions worn on the job,
(2) career apparel identifies the employees to the customer,
and (3) career apparel creates a more favorable public
image.

A comparison of branch managers' ratings of employee
morale before and immediately after career apparel was intro-
duced revealed that this clothing seemed to have either a
positive initial effect on morale or no effect at all. A
similar comparison between managers' ratings of staff morale
immediately after the introduction of career apparel and at
the time of this investigation indicated that, in this case,
career apparel had either a negative effect on employee
morale or no effect at all. Such a decrease in morale may
have been related to the fact that the style, color, or fab-
ric of the career clothes worn by Bank of Nova Scotia
employees had not changed in any respect since their

introduction two and one-half years prior to this study.
When the managers' ratings of staff morale before the intro-
duction of career apparel and at the time of this study were
compared, it was noted that employee morale had either
returned to its previous level or risen slightly.

A particularly significant finding was that all
eleven branch managers who completed this survey reported
they were in favor of the wearing of career apparel by their
office staff. However, only three of the branch managers
felt that the career apparel program within their particular
branch was working well. Branch managers' suggestions for
improvement of the career apparel program within the Bank of
Nova Scotia included the following:

(a) the company should provide financial assistance
or supply the career apparel for their employees,

(b) the wearing of career apparel should remain non-
compulsory,

(c) more competition, i.e., more than one supplier,
should be encouraged, and

(d) more variety in the design and color of the
career apparel should be advocated.

Chapter 5

SUMMARY AND CONCLUSIONS

Maslow's theory of basic needs provided the
theoretical framework for this exploratory study of the
relationship between the wearing of career apparel by female
bank employees and some selected personality and biograph-
ical characteristics. The possibility existed that the fre-
quency in use of career apparel was related to an employee's
feelings of psychological security, to the satisfaction and
importance of psychological needs related to her job, and to
certain biographical variables.

The career apparel worn by female employees in
Winnipeg branches of the Bank of Nova Scotia, the subjects
selected for this study, was designed and introduced two and
one-half years prior to this investigation. The wearing of
career apparel was non-compulsory and each branch was auton-
omous with regard to the dress of its employees. This
situation made it possible to compare the personality and
biographical characteristics of groups of employees who
reported differences in the frequency that they wore career
apparel in a given work week.

The three instruments used to obtain information for
this study, Maslow's S-I Inventory (measuring psychological
security), a modified version of the Porter Need Satisfaction

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Questionnaire (measuring need satisfaction and need impor-
tance), and a personal data questionnaire were combined into
a composite test booklet. These measures, administered in
group sessions by the author during the months of May, June,
and July, 1972, were correctly completed by 104 women hold-
ing non-managerial positions in 14 of the 20 Winnipeg
branches of the Bank of Nova Scotia.

Employees were classified into one of three group-
ings on the basis of how often they reported wearing career
apparel in a given work week. Group A consisted of 54
employees who reported that they did not wear career apparel
at the time of this investigation. Ten employees in this
group, referred to as sub-group AA, wore career apparel
initially but had discontinued wearing it. Group B con-
sisted of 21 employees who reported wearing career apparel
one to three days a week, and group C included 29 employees
who reported wearing it four or five days a week.

The research hypotheses, as stated in the null form,
and the conclusions made about them on the basis of several
nonparametric statistical tests were:

Hypothesis 1. Groups which report differences in
the frequency that career apparel is worn in a given week
are not measurably different in the following personality
characteristics:

    (a) general feelings of psychological security,
    (b) need satisfaction,
    (c) need importance.

No significant differences existed between the three

career apparel groupings in rankings of their security-insecurity scores, need satisfaction scores, and need importance scores. However, when employees were categorized into two groupings, group A (those who did not wear career apparel) and group BC (those who wore career apparel), significant differences were found. The two groups differed significantly at the 0.05 level in rankings of their security-insecurity scores and their security need satisfaction scores. Those employees who did not wear career apparel were more secure psychologically and less satisfied with the security aspects of their jobs than those employees who wore career apparel.

Hypothesis 2. Groups which report differences in the frequency that career apparel is worn in a given week are not significantly different in the following biographical characteristics:

(a) age,
(b) marital status,
(c) level of education,
(d) percentage working time employees are in verbal and/or visual contact with customers,
(e) position in the bank,
(f) number of years with present employer,
(g) length of time individual employees have worn career apparel in the Bank of Nova Scotia.

The biographical characteristics provided by the respondents were classified into personal characteristics (age, marital status, and level of education) and job-related characteristics. No significant relationship existed between the number of times employees wore career apparel in a given week and either their age or marital status. However,

a significant degree of association existed at the 0.05 level between the wearing of career apparel and the educational level of the respondents. As the employees' level of education increased, the likelihood that they would wear career apparel decreased.

Two of the four job-related biographical characteristics, position in the bank and number of years employed by the bank, were significantly related at the 0.05 level to the number of times an employee wore career apparel in a given work week. A much higher percentage of the department assistants wore career apparel four or five days a week than did tellers, clerks, or stenographers. The number and percentage of employees in group A (those who had decided not to wear career apparel) decreased as the length of time employed by the bank increased. Also, the number and percentage of employees classified into group C (those who wore career apparel four or five days a week) increased as the length of time spent with the bank increased. The wearing of career apparel was not significantly related to either the percentage working time employees were in contact with customers or the length of time employees had worn career apparel in the Bank of Nova Scotia.

Hypothesis 3a. There is no significant difference between the groups' rankings of reasons for:

(i)   initial wearing or not wearing of career apparel
(ii) present wearing or not wearing of career apparel

There was no significant difference between sub-group AA, group B, and group C (those employees who had used career apparel) in the way they ranked their reasons for initially deciding to wear career apparel. A separate analysis of employees within group A (excluding sub-group AA) who did not initially wear career apparel, revealed that these employees also ranked the reasons in a similar manner.

Sub-group AA and group A did not differ significantly in the way they ranked their reasons for not wearing career apparel at the time of this investigation. Similarly, no significant difference was found between group B and group C in rankings of their reasons for wearing career apparel. A separate analysis indicated that employees within each career apparel grouping, with the exception of those in sub-group AA, did not differ significantly in the way they ranked their reasons for wearing or not wearing career apparel at the time concurrent with this study.

Hypothesis 3b. There is no significant difference between rankings of initial and present reasons for the wearing or not wearing of career apparel within each group.

The statistical analysis demonstrated that employees within group A (excluding sub-group AA), group B, and group C did not differ significantly in rankings of reasons for initially wearing or not wearing career apparel and reasons for wearing or not wearing career apparel at the time of this investigation. It was therefore concluded that reasons influencing employees' use of career apparel did not change

over a period of time.

The results of this study indicated that few significant relationships existed between the frequency that career apparel was worn in a given work week and the personality and biographical characteristics of the employees under study. Since some significant associations were found when the personality characteristics of those employees who wore career apparel were compared with those of employees who reported they did not wear career apparel at the time of this study, it was concluded that whether employees wore it or not was a more important factor than how often they wore it.

The wearing of career apparel by employees was regarded favorably by all branch managers who participated in this study and by the majority of employees as well. Although the employees and branch managers recommended that certain improvements be made in the particular career apparel outfits worn in their bank, the general attitudes toward the wearing of career apparel were positive.

Limitations

The results reported in this study and the conclusions drawn must be evaluated in light of the limitations under which the data was collected. The limitations of this investigation were as follows:

1. Limited time and a restriction placed on the sample that at least some of the bank employees wore career apparel did not permit contact with all female bank employees and the subsequent selection of a random sample. Thus the findings of this study cannot be generalized to other populations.

2. An employee's report of how often she wore career apparel in a given work week may have been affected by the fact that the majority of the research sessions were held during the summer months, the time of the year when employees wore career apparel the least often.

3. The relatively small sample size, a total of 104 subjects, may also have been a limiting factor.

4. Both the modified version of the Porter Need Satisfaction Questionnaire and the personal data questionnaire had only face validity.

5. The paper-and-pencil inventories and rating scales included in the test booklet had limitations of their own. All answers depended on the self-knowledge of the respondents and their willingness to be honest in their self-report. Another limitation is referred to as response set. Particularly in the modified Porter Need Satisfaction Questionnaire, subjects may have remembered their responses to Part a (How much of the characteristic is there now?) and in this way increased the effects of response set on Part b (How much of the characteristic should there be?).

Recommendations

Further research in the area of career apparel and its relationship to personality and biographical characteristics of employees is recommended.

1. If possible, the investigation should be repeated with a completely randomized and larger sample to see if the same results would be obtained.

2. More emphasis should be placed on discovering the differences between the personality and biographical characteristics of employees who wear career apparel (regardless of how often) and those who do not wear career apparel. In particular, the relationship between employees' feelings of psychological security and the wearing of career apparel should be examined more closely.

3. Further research is recommended to discover the effect of branch location, i.e., downtown or suburban, and branch managers' attitudes toward career apparel, on the wearing or not wearing of career apparel by employees.

4. A study of consumer attitudes and reactions to the wearing of career apparel by employees in the banking industry should be conducted to determine how valuable career apparel is in establishing and maintaining a suitable public image for the banking industry.

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APPENDIX A

Booklet of Test Measures: Personal Data Questionnaire
                             Modified Porter Need Satis-
                                faction Questionnaire
                             Introduction to S-I Inventory
                                (S-I Inventory is a published
                                test and cannot be included
                                here.)

CLOTHING AND TEXTILES RESEARCH

UNIVERSITY OF MANITOBA

General Introduction

The personality inventory and questionnaires which
you are being asked to complete are part of a research pro-
ject being carried out at the University of Manitoba. The
effect of clothing on individual and group behavior in an
organizational setting will be the primary emphasis of the
study.

Please note that you are not required to put your
name on the booklet, so DO NOT DO SO. Since your anonymity
is ensured, we hope that you will answer all the questions
with complete frankness. The total time required to answer
all three sections will be 30 minutes - approximately 10
minutes per section.

You may now turn the page over and begin.

SECTION 1: PERSONAL DATA

NOTE: To help us with the statistical analysis of the data please give the following information about yourself:

1. Marital Status (check one):

  _____ Single

  _____ Married

  _____ Divorced or Separated

  _____ Widowed

2. Age (check one):

  _____ Less than 20

  _____ 20 - 29

  _____ 30 - 39

  _____ 40 - 49

  _____ 50 - 59

  _____ 60 and older

3. Present level of education (check one):

  _____ Some high school

  _____ Graduate of high school

  _____ Some college

  _____ Business college

  _____ College degree

  _____ Other, please specify _____

  _____

4. Number of years you have been working full time:

  _____

5. Number of years with present employer (check one):

_____ 0 - 6 months

_____ 6 months - 1 year

_____ 1 - 2 years

_____ 2 - 3 years

_____ Other, please specify _____

_____

6. Title or description of present position: _____

_____

_____

7. Indicate below approximately how often (in terms of % working time) activities directly related to your present job bring you into verbal and/or visual contact with people outside of your organization, i.e., customers. Please place a check mark in the appropriate blank.

_____ 0 - 25%

_____ 26 - 50%

_____ 51 - 75%

_____ 76 - 100%

The following questions are related to the clothing you wear at work. In particular, they refer to your Bank of Nova Scotia uniform which may also be classified as career apparel.

8. a) Do you have any career apparel
items in your wardrobe?   Yes _____ No _____

   b) If not, have you ever worn it?   Yes _____ No _____

9. How often in an average work week do you wear career apparel?

    _____ Not at all

    _____ 1 day a week

    _____ 2 days a week

    _____ 3 days a week

    _____ 4 days a week

    _____ 5 days a week

10. Are you wearing career apparel today?

    Yes _____ No _____

NOTE: THOSE WHO HAVE NEVER WORN CAREER APPAREL AT ALL, PLEASE OMIT QUESTIONS 11 AND 12 BUT ANSWER ALL REMAINING QUESTIONS BEGINNING WITH QUESTION 13.

        THOSE PRESENTLY WEARING OR HAVING PREVIOUSLY WORN CAREER APPAREL, PLEASE ANSWER ALL OF THE FOLLOWING QUESTIONS.

11. How long have you been wearing or have you worn career apparel in the Bank of Nova Scotia?

    _____ Less than 6 months

    _____ 6 months - 1 year

    _____ 1 - 2 years

    _____ 2 - 3 years

12. Do you wear or did you wear career apparel more often in some seasons of the year than in others?

    Yes _____ No _____

    If yes, rank each of the seasons from 1 to 4 according to how often career apparel is worn. (1 = most often and 4 = least often)

    _____ Summer   _____ Winter

    _____ Fall   _____ Spring

13. Below are listed 2 sets of items which describe reasons for wearing or not wearing career apparel. Choose the correct set of items - Set A if you wear or have previously worn career apparel or Set B if you have never worn career apparel. Then please rank each of the reasons according to how important they were in influencing your initial decision to wear or not to wear career apparel. (1 = most important and 6 = least important). Remember to rank only one set of items.

SET A

_____ Other bank employees encouraged me to wear career apparel.

_____ I think it's economical - saves on clothes.

_____ I sometimes enjoy dressing like others.

_____ I feel it simplifies the daily problem of "what to wear."

_____ I dislike competing with others through dress.

_____ It makes me feel I belong to the group.

SET B

_____ Other bank employees did not encourage me to wear career apparel.

_____ I think it's too expensive.

_____ I dislike dressing like others.

_____ I seldom have trouble deciding "what to wear."

_____ I sometimes like competing with others through dress.

_____ I feel I can belong to the group no matter what I wear.

14. Please rank one set of the following reasons according to how important they are in influencing your <u>present</u> wearing or not wearing of career apparel. (1 = most important and 6 = least important). <u>Rank Set A if you presently wear career apparel or Set B if you do not wear career apparel.</u>

<div style="display:flex">

SET A

_____ I think it's economical - saves on clothes.

_____ It makes me feel I belong to the group.

_____ Other bank employees encouraged me to wear career apparel.

_____ I feel it simplifies the daily problem of "what to wear."

_____ I sometimes enjoy dressing like others.

_____ I dislike competing with others through dress.

SET B

_____ I think it's too expensive.

_____ I feel I can belong to the group no matter what I wear.

_____ Other bank employees did not encourage me to wear career apparel.

_____ I seldom have trouble deciding "what to wear."

_____ I dislike dressing like others.

_____ I sometimes like competing with others through dress.

</div>

15. Please indicate the <u>number and kind</u> of items of career apparel which you currently have in your wardrobe:

_____	None	_____	Skirt
_____	Jacket	_____	Slacks
_____	Dress	_____	Other, please specify _____

_____

16. How would you rate the following aspects of the career apparel worn in your bank? Place an X above the appropriate blank. (1 = poor, 4 = satisfactory and 7 = excellent).

   a) Choice of fabric

   (poor) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (excellent)

   b) Fit

   (poor) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (excellent)

   c) Design

   (poor) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (excellent)

   d) Fashionability

   (poor) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (excellent)

   e) Functionality

   (poor) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (excellent)

   f) Ease of care

   (poor) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (excellent)

17. <u>Miscellaneous Comments</u>

   In general, are you in favor of wearing career apparel? Why? Why not?

   Is the career apparel program within your branch working?

   Any suggestions for improvement of the program?

SECTION 2: NEED SATISFACTION INVENTORY

On the following three pages will be listed several characteristics or qualities connected with your own position in your firm. For each such characteristic, you are asked to give three ratings:

a)   How much of the characteristic is there now connected with your job?

b)   How much of the characteristic do you think should be connected with your job?

c)   How important is this characteristic to you in your job?

Each rating will be made on a seven-point scale, which will look like this:

(minimum)   1   2   3   4   5   6   7 (maximum)

Please put a mark (X) above the number on the scale that represents the amount of the characteristic being rated. Low numbers represent low or minimum amounts, and high numbers represent high or maximum amounts. If you think there is "very little" or "none" of the characteristic presently associated with the position, you would place an X above number 1. If you think there is "just a little," you would place an X above number 2, and so on. If you think there is a "great deal but not a maximum amount," you would place an X above number 6. For each scale, place an X mark above only one number.

Please do not omit any scales.

a) <u>How much</u> of the characteristic <u>is there now</u> connected with your job?

1. Predictable, ordered, unambiguous work situations:

   (minimum) 1 2 3 4 5 6 7 (maximum)

2. The opportunity for personal growth and development in my job:

   (minimum) 1 2 3 4 5 6 7 (maximum)

3. The opportunity, in my job, for participation in the determination of methods and procedures:

   (minimum) 1 2 3 4 5 6 7 (maximum)

4. The prestige of my job outside the company (that is, the regard received from others not in the company):

   (minimum) 1 2 3 4 5 6 7 (maximum)

5. A good fringe benefit program:

   (minimum) 1 2 3 4 5 6 7 (maximum)

6. Steady employment:

   (minimum) 1 2 3 4 5 6 7 (maximum)

7. The feeling of worthwhile accomplishment in my job:

   (minimum) 1 2 3 4 5 6 7 (maximum)

8. The feeling of self-fulfillment a person gets from being in my job (that is, the feeling of being able to use one's own unique capabilities, realizing one's potentialities):

   (minimum) 1 2 3 4 5 6 7 (maximum)

9. Friendly relations with my fellow employees:

   (minimum) 1 2 3 4 5 6 7 (maximum)

10. The opportunity, in my job, for participating in
    the setting of goals:

    (minimum) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (maximum)

11. The feeling of self-esteem a person gets from being
    in my job:

    (minimum) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (maximum)

12. The authority connected with my job:

    (minimum) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (maximum)

13. The opportunity for independent thought and action
    in my job:

    (minimum) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (maximum)

14. The opportunity to develop close friendships in my
    job:

    (minimum) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (maximum)

15. The opportunity, in my job, to give help to other
    people:

    (minimum) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (maximum)

16. A feeling of group belongingness at work:

    (minimum) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (maximum)

17. A feeling of security in my job:

    (minimum) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (maximum)

18. The prestige of my job inside the company (that is,
    the regard received from others in the company):

    (minimum) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (maximum)

b)   How much of the characteristic do you think should be connected with your job?

1.   Predictable, ordered, unambiguous work situations:

   (minimum) ___1___ ___2___ ___3___ ___4___ ___5___ ___6___ ___7___ (maximum)

2.   The opportunity for personal growth and development in my job:

   (minimum) ___1___ ___2___ ___3___ ___4___ ___5___ ___6___ ___7___ (maximum)

3.   The opportunity, in my job, for participation in the determination of methods and procedures:

   (minimum) ___1___ ___2___ ___3___ ___4___ ___5___ ___6___ ___7___ (maximum)

4.   The prestige of my job outside the company (that is, the regard received from others not in the company):

   (minimum) ___1___ ___2___ ___3___ ___4___ ___5___ ___6___ ___7___ (maximum)

5.   A good fringe benefit program:

   (minimum) ___1___ ___2___ ___3___ ___4___ ___5___ ___6___ ___7___ (maximum)

6.   Steady employment:

   (minimum) ___1___ ___2___ ___3___ ___4___ ___5___ ___6___ ___7___ (maximum)

7.   The feeling of worthwhile accomplishment in my job:

   (minimum) ___1___ ___2___ ___3___ ___4___ ___5___ ___6___ ___7___ (maximum)

8.   The feeling of self-fulfillment a person gets from being in my job (that is, the feeling of being able to use one's own unique capabilities, realizing one's potentialities):

   (minimum) ___1___ ___2___ ___3___ ___4___ ___5___ ___6___ ___7___ (maximum)

9.   Friendly relations with my fellow employees:

   (minimum) ___1___ ___2___ ___3___ ___4___ ___5___ ___6___ ___7___ (maximum)

10. The opportunity, in my job, for participating in the setting of goals:

(minimum) 1 2 3 4 5 6 7 (maximum)

11. The feeling of self-esteem a person gets from being in my job:

(minimum) 1 2 3 4 5 6 7 (maximum)

12. The authority connected with my job:

(minimum) 1 2 3 4 5 6 7 (maximum)

13. The opportunity for independent thought and action in my job:

(minimum) 1 2 3 4 5 6 7 (maximum)

14. The opportunity to develop close friendships in my job:

(minimum) 1 2 3 4 5 6 7 (maximum)

15. The opportunity, in my job, to give help to other people:

(minimum) 1 2 3 4 5 6 7 (maximum)

16. A feeling of group belongingness at work:

(minimum) 1 2 3 4 5 6 7 (maximum)

17. A feeling of security in my job:

(minimum) 1 2 3 4 5 6 7 (maximum)

18. The prestige of my job inside the company (that is, the regard received from others in the company):

(minimum) 1 2 3 4 5 6 7 (maximum)

c) <u>How important</u> is this characteristic to you in your job?

1. Predictable, ordered, unambiguous work situations:

   (minimum) 1 2 3 4 5 6 7 (maximum)

2. The opportunity for personal growth and development in my job:

   (minimum) 1 2 3 4 5 6 7 (maximum)

3. The opportunity, in my job, for participation in the determination of methods and procedures:

   (minimum) 1 2 3 4 5 6 7 (maximum)

4. The prestige of my job outside the company (that is, the regard received from others not in the company):

   (minimum) 1 2 3 4 5 6 7 (maximum)

5. A good fringe benefit program:

   (minimum) 1 2 3 4 5 6 7 (maximum)

6. Steady employment:

   (minimum) 1 2 3 4 5 6 7 (maximum)

7. The feeling of worthwhile accomplishment in my job:

   (minimum) 1 2 3 4 5 6 7 (maximum)

8. The feeling of self-fulfillment a person gets from being in my job (that is, the feeling of being able to use one's own unique capabilities, realizing one's potentialities):

   (minimum) 1 2 3 4 5 6 7 (maximum)

9. Friendly relations with my fellow employees:

   (minimum) 1 2 3 4 5 6 7 (maximum)

10. The opportunity, in my job, for participating in
the setting of goals:

(minimum) 1   2   3   4   5   6   7 (maximum)

11. The feeling of self-esteem a person gets from being
in my job:

(minimum) 1   2   3   4   5   6   7 (maximum)

12. The authority connected with my job:

(minimum) 1   2   3   4   5   6   7 (maximum)

13. The opportunity for independent thought and action
in my job:

(minimum) 1   2   3   4   5   6   7 (maximum)

14. The opportunity to develop close friendships in my
job:

(minimum) 1   2   3   4   5   6   7 (maximum)

15. The opportunity, in my job, to give help to other
people:

(minimum) 1   2   3   4   5   6   7 (maximum)

16. A feeling of group belongingness at work:

(minimum) 1   2   3   4   5   6   7 (maximum)

17. A feeling of security in my job:

(minimum) 1   2   3   4   5   6   7 (maximum)

18. The prestige of my job inside the company (that is,
the regard received from others in the company):

(minimum) 1   2   3   4   5   6   7 (maximum)

SECTION 3:   THE S-I INVENTORY

Instructions

Please do not put your name or any other information on the inventory. There will be no time limit but approximately 10 minutes should be sufficient.

There are no right or wrong answers to any question. The inventory is designed to differentiate individuals, not to rank them as good or bad, right or wrong.

Please turn the page, read the general instructions and begin.

APPENDIX B

Form Completed by Branch Managers as One Step
in the Revision of the Porter Need
Satisfaction Questionnaire

Listed below are 8 items which are designed to describe characteristics which may be connected with most positions in an organization. After reading the following definitions of two kinds of needs which should be satisfied in our work, place a check mark in the need category into which you feel each of the 8 items belongs. If the item does not seem to fit either category, please place your check in the third column.

Security need: the need for stability, dependency, and protection; freedom from fear, anxiety and chaos; need for structure, order, law, and limits.

Social need: the need for belonging, for association and for acceptance by one's fellows; for giving and receiving friendship and love.

ITEMS	SECURITY NEED	SOCIAL NEED	NEITHER
1. Openness and honesty with my co-workers	___	___	___
2. Predictable, ordered, un-ambiguous work situations	___	___	___
3. Frequent improvements in fringe benefits	___	___	___
4. Co-operative, friendly relations with my fellow employees	___	___	___
5. Steady employment	___	___	___
6. A feeling of group belong-ingness at work	___	___	___
7. A good fringe benefit program	___	___	___
8. Acceptance by my co-workers	___	___	___

APPENDIX C

Survey of Branch Managers' Attitudes Toward
Career Apparel

ATTITUDES OF BRANCH MANAGERS TOWARD CAREER APPAREL

1. Please place a check in the categories which you feel career apparel has affected. Then place an asterisk (*) beside the statements which describe the 3 most important contributions of career apparel.

    _____ Has reduced the feelings of insecurity of employees who are not sure about their taste in clothes.

    _____ Has helped to reduce employee turnover and absenteeism.

    _____ Helps in recruiting new employees.

    _____ Adds a certain degree of status and professionalism to the job which may improve the quality of work.

    _____ Copes with the problem of extreme fashions worn on the job.

    _____ Identifies the employees to the customer.

    _____ Helps to establish a corporate fashion look.

    _____ Creates a more favorable public image.

    _____ Other, please specify _____

    _____

2. Please rate the morale level of your office staff by placing an "X" above the appropriate blank.

    a) <u>Before</u> career apparel was introduced:

        (very low) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (very high)

    b) <u>Immediately after</u> career apparel was introduced:

        (very low) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (very high)

    c) At the <u>present</u> time:

        (very low) ‾1‾ ‾2‾ ‾3‾ ‾4‾ ‾5‾ ‾6‾ ‾7‾ (very high)

3. In general, are you in favor of the wearing of career apparel by your staff?   Why?   Why not?

Is the career apparel program within your branch working?

Any suggestions for improvement of the program?

APPENDIX D

Contact Letter to Winnipeg Apparel Manufacturers

THE UNIVERSITY OF MANITOBA

FACULTY OF HOME ECONOMICS
WINNIPEG, CANADA R3T 2N2
TELEPHONE 204   474-9395   *DEPARTMENT OF CLOTHING AND TEXTILES*

December 13, 1971

Dear Sir:

I am currently a student in the Master of Science
program of the Faculty of Graduate Studies. I graduated in
May, 1971 with a Bachelor of Home Economics (Honors) degree
from the University of Manitoba with a major in clothing
and textiles and a minor in psychology. One of the require-
ments of the M.Sc., in addition to course work, is the
completion of a research project which I intend to conduct
in the area of clothing as it affects individual and group
behavior.

A tremendous amount of interest in career apparel,
i.e., specially designed business clothing which combines
fashion and functionality, is currently being generated in
the United States. This relatively new market has already
reached a $60 million yearly sales level. E. I. du Pont de
Nemours has created a special division for promoting its
fibers in the career apparel industry. According to Mr. Mel
Lucas, Du Pont's group marketing representative, the market
has grown five-fold and he predicts that, in the not-too-
distant future, about 12 million white collar workers will
annually require 40 million garments valued at $700 million
dollars. Other companies such as Klopman Mills, Inc., a
division of Burlington Industries, have established Career
Apparel Development Centers to aid businesses in developing
a career apparel program within their particular company.

In January 1970, the Career Apparel Institute was
established. Its members include retailers, apparel
manufacturers, mills, and fiber producers who have joined
together to explain the concept of career apparel and to
promote the expansion of its market. The Institute also
seeks to inform those currently in the uniform field how they
can best benefit from participation in career apparel.

I am particularly interested in Winnipeg business firms that use career apparel and the effects of such clothing on the corporate image, the attitudes of employers, and the self-images of employees. Promoters of career apparel claim that it helps reduce employee turnover, eliminates extreme fashions worn on the job, and decreases competition among employees concerning their dress.

One of the most necessary and urgent requirements for a study of this nature is to obtain a listing of Winnipeg firms whose employees wear career apparel. It is in this respect that I need your assistance. Only if I can obtain such information will I be able to select a sampling of persons who wear career apparel for my project. To this end, I am enclosing a brief, easily answered questionnaire and for your convenience, a self-addressed stamped envelope. I realize that as a businessman you have many demands on your schedule, but I would greatly appreciate a few minutes of your time in completing the questionnaire. If you wish to discuss any matter in relation to either my project or questionnaire, please feel free to contact me at 474-8509. The final question of the survey will allow you to indicate your interest in obtaining the results of my research project.

Thanking you for your time and cooperation in this matter, I remain,

Yours sincerely,

Marilyn Macdonald,
Graduate Student,
Clothing and Textiles Department.

MM/
Encls.

APPENDIX E

Career Apparel Survey Sent to Winnipeg Apparel
Manufacturers

CAREER APPAREL SURVEY

DIRECTIONS

The following definitions are set forth to assist you in answering the questionnaire and to help you to distinguish career apparel from uniforms or standard work clothes. Please read these definitions and try to keep them in mind while you are completing the questionnaire which follows:

Career Apparel:

1. clothing designed specifically for company personnel who would not normally wear uniforms, and for whom uniforms would not be appropriate.

2. a system of clothing units (including individual garments, complete ensembles, and total year-round wardrobes) which has a unifying fashion theme.

3. clothing which creates a corporate fashion "look" by establishing an appropriate standard of appearance for each individual company.

Examples: stewardesses, car rental personnel, bank employees, public utilities personnel, and employees in various other service industries.

Standard Work Clothes and/or Uniforms:

1. are highly functional - worn either for protection of the wearer or his personal clothing.

2. contain few specific fashion elements.

3. are often worn to identify an individual with a particular role.

Examples: policemen, waitresses, nurses, factory workers, firemen, etc.

QUESTIONNAIRE _____

1. Does your firm design or manufacture merchandise which may be classified as career apparel? (If not, see question 2). Check the appropriate category or categories below:

Women's	Design	Manufacture
Skirt and jacket	_____	_____
Dress and jacket	_____	_____
Pant suit	_____	_____
Other (specify)		
_____		

Men's	Design	Manufacture
Blazer and slacks	_____	_____
Sports jacket and slacks	_____	_____
Suit	_____	_____
Other (specify)		
_____		

2. Does your firm design, manufacture or sell merchandise which may be classified as a uniform or standard work clothes? Check the appropriate category or categories below:

	Design	Manufacture	Sell
Women's	_____	_____	_____
Men's	_____	_____	_____

3. Would you please list the Winnipeg firms to whom you supply <u>career apparel</u>. (This information will be treated confidentially and will be used only to assist the researcher in selecting firms for the final project.)

a. _____

b. _____

c. _____

d. _____

e. _____

f. _____

g. _____

h. _____

i. _____

j. _____

Additional comments:

Would you be interested in receiving a copy of the project results?

_____ Yes   _____ No

Thank you for your cooperation.

APPENDIX F

Contact Letter to Branch Managers

THE UNIVERSITY OF MANITOBA

FACULTY OF HOME ECONOMICS
WINNIPEG 19, CANADA
TELEPHONE 204   474-9395   *DEPARTMENT OF CLOTHING & TEXTILES*

April 21, 1972

Dear Sir:

I am currently a student in the Master of Science
program of the Faculty of Graduate Studies. I graduated in
May 1971 with a Bachelor of Home Economics (Honors) degree
from the University of Manitoba with a major in clothing and
textiles and a minor in psychology. One of the requirements
of the M.Sc., in addition to course work, is the completion
of a research project which I hope to conduct in the area
of clothing as it affects individual and group behavior in
an organizational setting.

I am particularly interested in studying career
apparel, i.e., specially designed business clothing which
combines fashion and functionality, and its relationship to
employee and employer attitudes. Although career apparel
is currently being worn in Winnipeg by employees of some
service industries such as car rental agencies, department
stores, and trust companies, it would seem that, to date,
employees in the banking industry have shown the most
interest in adopting some form of career apparel. It is for
this reason, as well as the potential source of subjects
for my research project, that I am planning to study the
attitudes of bank employees towards career apparel.

It was through a questionnaire which I sent in
December to forty Winnipeg apparel manufacturers that I be-
came aware of the use of career apparel by employees of the
Bank of Nova Scotia. I have spoken recently with Mr. J. F.
Clysdale, Supervisor in the Regional Office, about the pos-
sibility of investigating the attitudes of Bank of Nova
Scotia employees in particular towards career apparel. He
approved of the idea and suggested that I write to all branch
managers in order to acquaint them with my project and obtain
their individual support.

Although this letter will help to inform you about the general nature of my research project, I would also like to arrange an appointment to discuss my ideas with you in greater detail. To this end, I will be calling all branch managers by telephone within the next week in order to arrange an appropriate time. Since I feel that a personal interview would be preferable to contacting you by telephone or by letter only, I would greatly appreciate having the opportunity to discuss my project with you.

Thank you for your time and cooperation in helping to make my study a successful one. I shall look forward to meeting with you in the near future.

Sincerely,

MRM/jd

Marilyn R. Macdonald,
Graduate Student

APPENDIX G

Memo Distributed to Bank Employees

THE UNIVERSITY OF MANITOBA

Date: April 25, 1972

To: Employees of the Bank of Nova Scotia
From: Marilyn Macdonald - Clothing and Textiles Department
Subject: RESEARCH PROJECT INFORMATION

         I am currently a graduate student at the University
of Manitoba in the Department of Clothing and Textiles. One
of the requirements of a Master's degree is the completion
of a research project. As I am interested in investigating
the effect of clothing on individual and group behavior in
an organizational setting, I have decided to sample, with
your cooperation, female employees in all Winnipeg branches
of the Bank of Nova Scotia.

         This project will involve the administration of a
series of personality inventories as well as the completion
of a clothing questionnaire. The inventories to be used are
of a simple paper-and-pencil variety and will be adminis-
tered in a group situation. The sessions will require
approximately half to three-quarters of an hour. The major-
ity of the sessions will probably occur during working hours
either before 10 a.m. or after 3 p.m. The arrangement of a
suitable time will be made with the branch manager.

         All of the inventories will be completed anonymously.
Naturally, the opinions and information which you provide
will be treated as confidential and professionally privileged.
A general summary of the group results will be prepared for
interested employees and branch managers.

         Employee participation in this project will be
completely voluntary. However, it should be emphasized that
this is a research study being carried out at a university
and not a company sponsored investigation. Due to the nature
and size of my sample, I would hope that most employees would
agree to participate. Only with each person's cooperation
will the study be truly representative of Bank of Nova Scotia
employees in Winnipeg.

         I shall look forward to seeing you at the scheduled
session in your bank! Thank-you for your time and coopera-
tion in helping to make my project a successful one.