

AN EXPLORATORY FIELD STUDY
INVOLVING THE EFFECTS OF
SUPERVISORY SUCCESSION ON COMPARATIVE
WORK UNITS

BY

GORDON A. TAYLOR, JR.

A DISSERTATION PRESENTED TO THE GRADUATE COUNCIL
OF THE UNIVERSITY OF FLORIDA IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF DOCTOR OF PHILOSOPHY

UNIVERSITY OF FLORIDA

1980

Copyright 1980

by .

Gordon A. Taylor, Jr.

TABLE OF CONTENTS

CHAPTER	PAGE
	ABSTRACT.....iii
ONE	INTRODUCTION..... 1 The Succession Territory..... 1 Succession as a Significant Investigative Area..... 3 Supervisory Succession..... 6 Purpose of the Study..... 8
TWO	HYPOTHESES..... 10 Predecessory/Successor Leadership in Terms of Congruency and Successor Acceptability..... 10 Hypothesis One..... 11 Hypothesis Two..... 11 Postsuccession Frustration and Successor Acceptability... 12 Hypothesis Three..... 13 Level of Subordinate Satisfaction and Successor Acceptability..... 13 Hypothesis Four..... 14
THREE	METHODOLOGY..... 15 The Sample..... 15 The Questionnaires..... 17 Description of Previous Supervisor..... 17 Description of Current Supervisor..... 18 Management Questionnaire..... 19 Questionnaire Scoring..... 19 Control Variables..... 20 Task Rigidity..... 20 Supervisor Impact..... 22 No Successor Mandate for Change from the Formal Organization..... 24 Questionnaire Administration..... 25
FOUR	DATA ANALYSIS..... 28 Results of Factor Analysis..... 28 Hypotheses One and Two..... 30 Hypotheses Three and Four..... 34

CHAPTER	PAGE
FIVE	FINDINGS..... 36
	Hypothesis One--Groups..... 36
	Hypothesis Two--Groups..... 40
	Hypothesis Three..... 41
	Hypothesis Four..... 46
	Analysis of Individual Respondents..... 50
	Acceptance and Leadership Style of the Successor..... 52
	Subordinate Liking of Successor and Predecessor..... 65
	Other Findings..... 69
SIX	CONCLUSIONS..... 82
	BIBLIOGRAPHY..... 89
	SUPPLEMENTAL BIBLIOGRAPHY..... 91
APPENDICES	
A	SUPERVISORY SUCCESSION QUESTIONNAIRE..... 96
B	SUPERVISORY SUCCESSION QUESTIONNAIRE.....101
C	MANAGEMENT QUESTIONNAIRE.....108
D	SUPERVISORY SUCCESSION EPISODE INFORMATION FILE.....110
E	SUPERVISORY SUCCESSION JOB CLASSIFICATION FILE.....115
F	ORIGINAL CLASSIFICATION OF DELETED QUESTIONS.....116
G	FACTOR ANALYSIS NUMBER ONE.....118
H	FACTOR ANALYSIS NUMBER TWO.....121

Abstract of Dissertation Presented to the Graduate Council
of the University of Florida in Partial Fulfillment of the
Requirements for the Degree of Doctor of Philosophy

AN EXPLORATORY FIELD STUDY
INVOLVING THE EFFECTS OF
SUPERVISORY SUCCESSION ON COMPARATIVE
WORK UNITS

By

Gordon A. Taylor, Jr.

June 1980

Chairman: William M. Fox
Major Department: Management

Succession involves the placement of an individual into a leadership position which his predecessor has vacated due to promotion, demotion, lateral transfer, hiring, movement to a job with another company, retirement, death; or any other reason resulting in his departure from the position. The successor is expected to effectively handle the requirements of the position formerly held by his predecessor and perform in a manner which will satisfy those who have selected him for his new job. In this study, supervisory succession applies to succession situations at the lowest level in the organization where the supervisor is responsible for the work efforts of non-supervisory personnel. From a time perspective, succession concerns itself with the interplay between what the individual leader does and various environmental factors during the initial period after assuming his new position rather than what he does after a year on the job.

The primary purpose of this study was to examine the impact of supervisory succession of specific work groups and the people who make up these groups. Such information could be beneficial to organizations if certain factors were usually present that were associated with high levels of subordinate acceptance of new supervisors. Of the four hypotheses tested in the study, two dealt with the level of behavioral congruency between the successor and his predecessor. It was thought that a new supervisor would want to be thought of as behaving in a fashion similar to that of a well-liked predecessor and behaving in a manner dissimilar to that of an unpopular predecessor.

A third hypothesis stated that there would be a negative correlation between subordinate frustration and the acceptability of the successor to the work group and a final hypothesis stated that there would be a positive correlation between subordinate job satisfaction and the acceptability of the successor to the work group.

One hundred and eleven episodes (559 total respondents) were examined with each episode characterized by task rigidity, strong supervisor impact on the work group and little supervisor mandate to initiate change in the work group. Subordinates were asked to describe the predecessor immediately after his departure and the successor after he had been on the job approximately six weeks. This information was gathered from questionnaires that provided data on predecessor/successor behavior, subordinate frustration and satisfaction levels, subordinate liking of predecessor, subordinate acceptance of successor, etc.

On the basis of the data gathered there was no difference between the acceptance levels for congruent versus not congruent successors

who followed well-liked supervisors. Hypothesis two which states that successors who behave in a manner highly congruent with that of an unpopular predecessor will have lower acceptance scores than those who behave in a manner incongruent with an unpopular predecessor could not be tested due to an inadequate sample size. The results of the study did indicate both a negative correlation between subordinate frustration and the acceptability of the successor to the work group and a positive correlation between subordinate satisfaction and the acceptability of the successor to the work group. An important result of the analysis after using stepwise regression was the emergence of specific leader behaviors which help explain over 60% of the variation in acceptance scores.

One of the most important results of this investigation would be the pinpointing of those types of behavior displayed by new supervisors that seem to explain why they are accepted by those they supervise. Also, possible reasons why the issue of predecessor/successor behavior congruency had no significant impact on the results of this study might be explored.

CHAPTER I
INTRODUCTION

The Succession Territory

Succession involves the placement of an individual into a leadership position which his predecessor has vacated due to promotion, demotion, lateral transfer, hiring, movement to a job with another company, retirement, death, or any other reason resulting in his departure from the position. The successor is expected to effectively handle the requirements of the position formerly held by his predecessor and perform in a manner which will satisfy those who have selected him for this new job.

In searching through the available literature, I find that little has been done from a field research perspective in the entire succession area. The preceding is not to be construed as a declaration that we are lacking in data on leadership as such a statement would be patently absurd. However, succession is essentially the study of leadership in its formative or early stages as contrasted with much of the current leadership literature which is postsuccession in scope. In other words, succession concerns itself with the interplay between what the individual leader does and various environmental factors during the initial period after assuming his new position rather than what he does after a year on the job. The study of succession, then, is concerned with what happens immediately after a position is vacated

and subsequently filled. It is a process that takes place at every level in the organizational hierarchy from the Chief Executive Officer (CEO) to those functioning at the foreman or supervisory level.

As noted previously succession is primarily concerned with what transpires as soon as a successor takes over from his predecessor. This study did not involve a longitudinal analysis of the succession phenomenon due to practical limitations but this is certainly not to be interpreted as a denial of the conceptual relevance of long range surveys. Likert and others have investigated the affects of time on leadership styles and concluded that "many leader behavioral changes will not impact significantly upon subordinate perceptions, interpersonal behavior, or job performance for anywhere from six months to two years" (6, p. 7). Consequently, the short-run duration of a succession study does not facilitate the use of productivity measures though this type of criterion is certainly feasible in longitudinal studies (17). In addition, in a study of brief duration, problems develop in attributing increases or decreases in productivity to the right source.

It is important to note that the term, succession, as it is used here has a broader meaning than that usually employed by those involved in manpower management or personnel policy decisions. Succession, from the viewpoint employed here, does not refer to personnel strategies which are concerned with overall programming of a manager's movement through various corporate levels.

Succession as a Significant Investigative Area

A given succession episode can have profound effects on an organization. The transfer of power and responsibility from one individual to another that takes place when succession occurs can be disruptive to the organization in general, to a particular department or departments, or to specific individuals involved contingent on the combination of relevant variables that surrounds the succession incident as well as the organization level at which the succession episode transpires.

The presence of the successor might cause changes in the status quo regarding acceptable behavior (both job and nonjob related), the existence of informal groups as well as their structure, the organization's decision-making process, the balance of power existing prior to the successor's entrance, the roles played by various organization members and a myriad of other consequences. In turn these factors tend to influence the successor's behavior in his new role. Thus, in analyzing succession one desires to determine, at least in part, how the successor affects the everyday operations of the area he now heads and how he is in turn affected by them.

The subject of succession in industry is by no means new as can be evidenced by the classic studies of the succession phenomenon conducted by Gouldner (9) and Guest (13). In his book, Patterns of Industrial Bureaucracy (9), Alvin W. Gouldner outlines the events which transpire in a gypsum plant when there is an unexpected change in plant management and an "outsider" is brought in to take charge of the

plant. The subsequent succession crises faced by both the workers and the new plant manager, Peele, is a classic case study relating to the issue of succession and its effects on organizational behavior.

Robert H. Guest in Organizational Change: The Effect of Successful Leadership (13) discusses another succession situation which involves an automobile assembly plant. The contrasting behavior between the actions of Gouldner's plant manager, Peele, and Guest's plant manager, Cooley, vividly depicts the difficulties which must be faced in a succession situation. The different views of their predicaments by Peele and Cooley indicate the importance of not only the successor's impression of his position but also the significance of the environment into which he is thrust. A given successor with a set approach will evoke different reactions in different organizations. The reaction of the workers at Gouldner's gypsum plant to Peele's succession technique of "punishment-centered" administration might have been different at Guest's Plant Y. By the same token, there is no guarantee that Cooley's "representative" administrative approach would be successful in all instances. Also, there is evidence that the abilities of the predecessor and the pattern of relationships associated with him can significantly moderate the impact on the successor's behavior (9, p. 17). In addition, the leadership milieu at the top of the organization, the type of supervision that the supervisor receives from his boss and the system of rewards and penalties utilized in the organization can have a dramatic impact on a supervisor (successor) (7, p. 221).

There is little question that succession is a subject of considerable value to those of us who take an interest in the interpersonal

dynamics of organized group activities be they in business, education, the military, hospitals, or other such goal oriented groups. As Oscar Grusky has so cogently stated:

. . . all organizations must cope with succession. One reason for this is so obvious that it is easily overlooked--man is a mortal creature. Thus, all organizations must at some time be confronted with the necessity of making substitutions at all levels of the hierarchy if the system is to continue functioning. (11, p. 106)

Grusky correctly states that succession is worthy of our time if for no other reason than it is an inevitable aspect of organized group behavior.

Edwin P. Hollander, in identifying areas in leadership that warrant further research, mentions succession when he states, "Indeed, succession is an area of leadership which urgently demands more study" (14, p. 30). His concern involves the use of leader "credits" to provide support for the successor. The more "credits" an individual has the easier it will be for him to become established in the work group. Fiedler and Chemers in a vein similar to Hollander's also comment on the relative lack of research that has been conducted in the area of leadership succession (4, p. 115).

Bernard Levenson looks upon succession as a process that affects the entire organization.

Succession to office at the top, of course is sometimes accompanied by explosive changes in organizational structure and policy. But the viability of an organization requires that vacancies be filled on all levels, not merely on the top level. (17, p. 363)

As mentioned earlier, succession is an area of inquiry which has applicability to all sorts of organized group endeavors (1, 2, 8, 12, 21). As much of the preceding material indicates, a somewhat

perplexing aspect of the succession issue as it concerns business revolves around the fact that it has been largely the province of sociologists, political scientists, anthropologists and those interested in public educational administration--not those in business and organizational behavior. This is particularly strange when one considers the preoccupation many business scholars seem to have in the areas of interpersonal relations and group dynamics. Succession certainly is an intriguing and important aspect of corporate life which would lead one to suspect that it should be of interest to those interested in business research.

Supervisory Succession

The specific subject area to be investigated in this study involves supervisory succession. As discussed here, supervisory succession applies to succession situations at the lowest level in the organization where the supervisor is responsible for the work efforts of non-supervisory personnel. Examples would be a foreman on a production line or an individual responsible for the work of clerks such as an office supervisor. This is to be differentiated from executive or managerial succession which is involved at levels above the first line supervisor. Paramount to the distinction between the terms "executive" or "managerial" and "supervisory" employed here is the fact that supervisors head a nonmanagement family--the workers (3, p. 119).

A supervisor's job differs from that of other managers because the group he supervises is different. This situation requires him to interact in an authority relationship with two groups: (1) workers, who are his subordinates, and (2) managers, who are his superiors. Any manager who is not a supervisor interacts primarily with two levels of only one group, namely, managers, who are both his superiors and his subordinates. (3, p. 119)

The reason this investigation will concentrate at the supervisory level is that, by analyzing comparable work groups, associations can be found concerning the relationship of succession on such groups. Keying the analysis at the supervisory level is necessary in order to facilitate the generation of an adequate sample size. One of the critical problems of undertaking a study of succession at levels above that of first line supervisors is that of generating a satisfactory sample size in a given time frame. As one moves to the levels of managerial or executive succession, the possibility of getting similar work groups in satisfactory numbers within a specified time limit becomes increasingly remote.

As previously mentioned, by specifying that one examine similar work groups the possibility of using chief executive officers, division vice presidents or plant managers is precluded out of hand. A major barrier to deriving information at the Chief Executive Officer (CEO) level is that each CEO position is uniquely different from all other such positions including the environments surrounding and influencing each organization. Studies of executive succession are interesting and worthwhile but there is some doubt regarding the statistical reliability of the information generated between CEO positions. The classic studies of Gouldner and Guest make fascinating reading but

their value is anecdotal in nature whereas with supervisory succession one can come up with solid research that can be used to compare one group and supervisor with similar groups and supervisors. The shortcomings outlined herein for executive succession apply to a lesser degree for managerial succession and thus supervisory succession becomes the primary vehicle for the replication of data on the succession phenomenon.

Purpose of the Study

There are numerous compelling reasons which justify the need for scholarly research in the entire succession area. Briefly stated, they are:

1. Succession takes place in all viable organizations.
2. Succession can cause organizational instability.
3. Succession can be a major organizational change strategy.
4. Very little research exists which has as its primary focus, the effects of succession on organizations and the individuals who make up those organizations.

These reasons certainly apply to the whole succession spectrum, be they at the executive, managerial or supervisory level. The need for further research into the mechanics and effects of succession is obvious and long overdue. The primary focus of this study is to explore number four above which involves the impact of supervisory succession on specific work groups and the people who make up these groups. In analyzing the impact of succession on work groups an attempt will be made to determine if it is possible to develop a

contingency framework for studying succession situations such that when a new supervisor is brought in, his chances of success in terms of being accepted by the group can be better determined in advance.

Since succession can cause a certain amount of discomfort for those affected, a possible by-product of the study would be to prescribe specific behavior patterns to the successor such that the trauma experienced by organization members can be kept at a low level in situations where such a state is desired by management. If the transition between predecessor and successor can be made smoothly with the new supervisor being readily accepted by his subordinates, the desirability of such a condition in terms of reduction of subordinate anxiety and uncertainty is apparent.

The fact that this study concentrates on supervisory succession as it affects work groups and the people who make up these groups is not meant to slight other reasons for studying the succession phenomenon but rather to suggest the breadth of the succession area and indicate the need to begin work analyzing the myriad aspects of succession.

CHAPTER II HYPOTHESES

The primary purpose of this study is to examine the impact of supervisory succession on specific work groups and the people who make up these groups. Four hypotheses were analyzed regarding different aspects of succession. The experimental nature of this analysis will no doubt lead to other hypotheses which can be investigated in subsequent research.

Predecessor/Successor Leadership in Terms of Congruency and Successor Acceptability

Two hypotheses deal with the issue of behavioral congruency between successor and predecessor as viewed from a leadership perspective. Hard data regarding these hypotheses at the supervisory level are lacking and consequently the justification of these statements as viable hypotheses is based upon reasonable speculation on the part of the researcher.

It is anticipated that congruency of behavior between predecessor and successor and subordinate like or dislike of the predecessor will have an effect on the results of the succession episode.

Subordinates can be friendly or unfriendly toward a successor, and what they think of him depends very much upon what they thought of his predecessor. The successor's fate at first depends less upon what he does or who he is and more upon how he is seen to compare with "Old So-and-so," his predecessor. (10, p. 26)

Specifically, one would expect that if the successor's behavior is highly congruent with that of a well-liked predecessor, then the successor will be more readily accepted by his subordinates than if his behavior is highly incongruent with that of a well-liked predecessor. The predecessor was used as a standard against which the new supervisor could be judged. This standard may be high or low depending on the favorability with which the subordinates viewed the predecessor. Furthermore, the similarities between the predecessor and successor as perceived by the subordinates are a key point here. Intuitively, one would expect the new supervisor to fare better if he behaves in a consistent manner with a highly regarded rather than unpopular predecessor. A new supervisor, therefore, will wish to be thought of as behaving in a fashion similar to that of a well-liked predecessor and behaving in a manner dissimilar to that of an unpopular predecessor.

Hypothesis One

If the successor's behavior is highly congruent with that of a well-liked predecessor, then the successor will be more readily accepted by his subordinates than if his behavior is highly incongruent with that of a well-liked predecessor.

Hypothesis Two

If the successor's behavior is highly congruent with that of an unpopular predecessor then the successor will not be as readily accepted by his subordinates than if his behavior is highly incongruent with that of an unpopular predecessor.

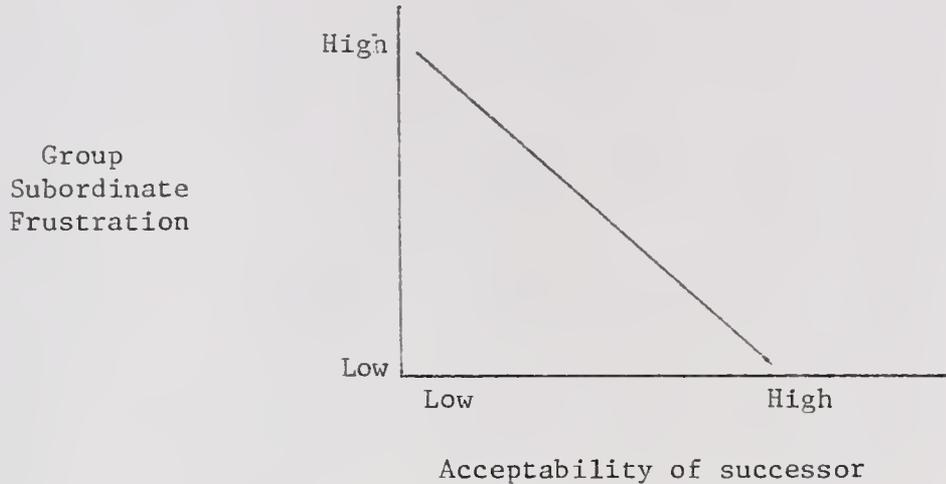
Postsuccession Frustration and Successor Acceptability

It is felt that if subordinates feel frustration after the succession episode has taken place, it is quite possible that this discomfort will manifest itself, at least in part, by a low level of subordinate acceptance of the new supervisor. The tension or frustration which subordinates might experience is viewed here as resulting from those factors that relate to the worker's overall job experience in terms of such things as having adequate authority to carry out one's responsibilities, the clarity of his assignment, work load reasonableness and availability of information necessary to complete one's job satisfactorily.

The succession episode itself may or may not be partially responsible for discomfort felt by subordinates due to inadequate support in the aforementioned areas. The key issue revolves around whether or not subordinates feel frustrated and not necessarily who is accountable for the existing frustration. It is possible that frustration, if there is any, existed prior to when the new supervisor took over and thus the successor could not be held accountable for this state of affairs. Inadequate information and resources necessary to do the subordinate's job properly in many cases may not be directly under the control of a first line supervisor. Consequently, nonsuccessor induced frustration will continue to burden a work group, making it difficult for a new supervisor to gain acceptance from his subordinates. Though the successor may not be able to resolve the existing frustration he may find that he is hindered by it as he attempts to gain work group acceptance.

Hypothesis Three

There is negative correlation between subordinate frustration and the acceptability of the successor to the work group.

Level of Subordinate Satisfaction and Successor Acceptability

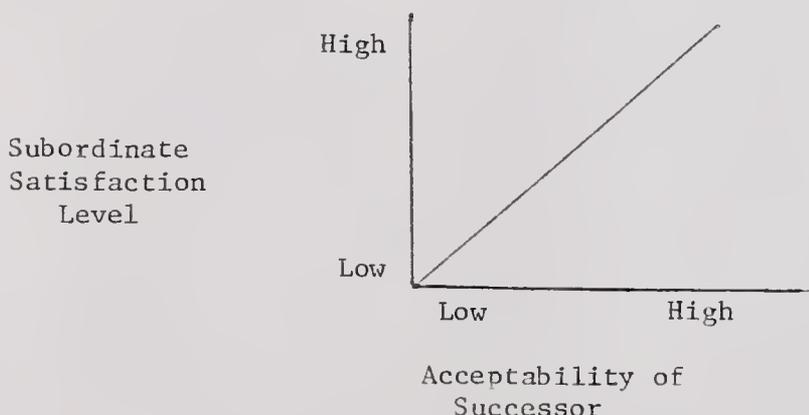
If, after the transfer of power from predecessor to successor has been completed, the work group is relatively content regarding such issues as pay, work relations, appreciation by other workers and the nature of specific job assignments then it can be assumed that the new supervisor will be more readily accepted than if such is not the case. The reasoning behind this supposition is that if workers are basically satisfied with their overall work situation after the exchange of responsibility from predecessor to successor then there is little need for the employee to reject the new supervisory incumbent. However, if one perceives his pay to be inadequate for the work effort expended, if coworkers are distant and uncooperative on the job, if he feels generally unappreciated and if one finds his work assignment to be less than interesting, it is quite possible that he

might attempt to vent his dissatisfaction on the new supervisor since he is the worker's closest contact with the management team of the organization.

It is important to add that whereas Hypothesis Three is specifically concerned with worker frustration due to inadequate time, information and resources with which to carry on one's job assignment, Hypothesis Four states that even if such resources are adequate/inadequate the worker can still be satisfied/dissatisfied with his overall job situation relative to what he does, whom he does it with and to what extent he is remunerated for his efforts. To reiterate, it is quite possible that an individual truly enjoys what he does on the job, whom he does it with, and how much he gets paid while at the same time feels frustrated in that he perceives he could do even better were he given more time, more resources and a clearer delineation of his specific work assignment.

Hypothesis Four

There is a positive correlation between subordinate job satisfaction and the acceptability of the successor to the work group.



CHAPTER III METHODOLOGY

The Sample

Various institutions were selected contingent on organizational receptiveness to the goals of the research effort and apparent organization compatibility with the level of task structure necessary in the work groups to be studied. Specifically, access to organizations was the primary factor in determining if a given firm would be included in the initial screening process. Access was gained in three major ways:

1. researcher association with members of management of prospective firms,
2. contacts of researcher's colleagues with members of management of prospective firms, and
3. cold calls by researcher on area organizations that might prove to be suitable.

Once an organization had been contacted and found to be potentially receptive to the project it was necessary to determine if they expected any turnover in the months ahead among their first-line supervisors. If they did, then they were still a possible participant in the study. If not, they were eliminated from further consideration. After this step, the researcher usually observed the kinds of work being done to determine in a broad sense the degree of task structure present. Any organization that was characterized by nonrepetitive task assignments at the operative level was eliminated out of hand. This

further reduced the pool of potential prospects since the constraint of high task structure was a critical control variable in the implementation of the study.

Finally, if it was established that the work done in a given area was repetitive and that there was to be a change in supervisors then an informed member of management was asked if the new supervisor was expected to initiate change in his area. If so, then the organization was not considered for inclusion in the study. If not, the organization was considered as a possible participant.

The size of the organizations involved varied from a low of around thirty employees to corporate giants numbering in the thousands. Large organizations, due to the number of employees, generally had more turnover and consequently more succession episodes. Of the thirty-five organizations utilized in the study, nineteen were directly involved in manufacturing yet these nineteen organizations accounted for eighty-three of the 111 episodes included in the study.

Initial screening concerning possible turnover, level of task structure and apparent lack of mandate for change resulted in 115 episodes which appeared to be usable. However, after analyzing the groups in terms of the control variables employed the net sample contained 111 separate work groups. The data are characterized by the following:

1. 111 episodes with a range from 2-15 subordinates with a total of 559 subordinates involved.
2. Average group size is 5.036 subordinates.
3. 35 organizations used in the study--number of episodes per organization ranged from 1-18.

4. Number of subordinate occupational classifications was 11 with 90 of the 111 being either production workers or clerks.

The Questionnaires

Copies of the questionnaires employed in the study can be found in the Appendices. A brief explanation of the make-up of the three questionnaires employed follows.

Description of Previous Supervisor

Questions 1-44 in Appendix A deal with the leadership behavior of the predecessor on the job as viewed by the subordinates. Questions were utilized which were intended to measure decisiveness, goal emphasis, support, consultative-participative decision making, work facilitation, management of contingencies and rule enforcement on the part of the previous supervisor. Many of the questions employed in this part of the questionnaire were taken from the Modified Leader Behavior Description Questionnaire developed by Fox (5, p. 4) with assistance from Stogdill and Coons (20). The questions dealing with management of contingencies were taken from Reitz (18, p. 230) and modified to maintain continuity with the form utilized in the questionnaire.

Questions 45 and 46 deal with the acceptability of the previous supervisor to the work group. Question 47 concerns the extent to which subordinates respected their previous supervisor. Questions 48-52 were designed to generate an indication of how much subordinates liked their previous supervisor. The questions used to generate a measure of liking were inspired by terms used by Scott (19) though they

have been placed in a Likert-scale format to conform to the structure employed throughout this study.

Description of Current Supervisor

Questions 1-52 in Appendix B in the subordinate description of the current supervisor are identical to those used in the subordinate description of the previous supervisor except that for the successor all statements are in the present tense. Additional questions beyond those used to describe the successor's behavior are included in that instrument and they begin with five questions (55, 57, 60, 63, 66) concerned with subordinate postsuccession frustration which deal with the subordinates' discomfort due to inadequate time, information and resources with which to carry on one's job assignment. These questions have been adapted from items used by Indik, Seashore and Slesinger in an article on employee psychological strain (16, pp. 28-29). Ten questions (53, 54, 56, 58, 59, 61, 62, 64, 65, 67) also adapted from Scott's semantic differential (19) were initially used to derive a measure of subordinate job satisfaction regarding such issues as pay and working conditions.

Question 68 deals with whether or not subordinates felt there was a need for major change in their department. Questions 69-74 provide a descriptive measure of task rigidity as viewed from the subordinates' perspective (15, pp. 44-45). Finally, question 75 asks why the previous supervisor departed and question 76 asks the subordinate where his new supervisor previously worked.

Management Questionnaire

A total of fourteen questions were asked of an individual in the management hierarchy who has considerable familiarity with both the type of work the subordinates in question are performing and the level of power held by the supervisor to whom these subordinates report. Questions 1-5 and 14 deal with task rigidity and are the same questions posed to subordinates in the current supervisor questionnaire. Question 13 concerns whether or not management expected the new supervisor to initiate major changes in the work group. Questions 6-12 deal with the ability of the new supervisor to exact compliance from his subordinates. As such, an attempt was made to determine how much genuine clout the new supervisor has over his subordinates (4, pp. 68-69).

The aforementioned provides a brief summary of questionnaire content for the three instruments used.

Questionnaire Scoring (Items 1-67)

To determine relevant factors all questions were scored A=1, B=2, C=3, D=4, E=5. One analysis was made for questions 1-52 and included subordinate responses concerning both predecessors and successors. The results of this analysis and resulting factor loadings on leadership dimensions, acceptance and liking can be found in Appendix G. A second analysis was made involving just the responses of subordinates as they described their current job situations (Questions 53-67) in terms of levels of frustration and satisfaction perceived on the job. The resulting factors and their loadings can be

found in Appendix H. It is important to note that some questions have negative loadings due to the manner in which they were worded (3, 7, 14, 15, 19, 23, 25, 28, 31, 42, 49, 50, 52, 55, 57, 58, 60, 62, 63, 66).

Control Variables

Questions dealing with task rigidity, successor supervisory impact and successor mandate for change (control variables) were designed to ensure that the researcher was working with comparable work groups. It was assumed that the aforementioned variables would change little from succession group to succession group. Some variation along these dimensions was certainly possible but the control variables need to be roughly equivalent in the succession groups studied in order to match the work units involved.

Task Rigidity

Task rigidity involves the extent to which a job activity is well-defined, clear-cut, and unambiguous. As the level of task rigidity increases, the degree of creativity and ingenuity potential on the part of subordinates lessens. Task rigidity is significant as a control variable since it is important that workers involved in the study are limited in the amount of originality they can bring to their job. By making sure jobs performed by the various respondents were similar in the degree of structure present, similarity of the various groups being studied was increased.

Task rigidity was determined by administering essentially the same job related questions to both subordinates performing the tasks

and management personnel familiar with the job being analyzed. Specifically, questions 69 and 70 on the subordinate questionnaire (Appendix B) and questions 1 and 2 on the management questionnaire (Appendix C) were used to derive a measure of task rigidity. The Appendices can be consulted for specific questions related to this and other dimensions employed in the study. Response opportunities ranged from A (which translates numerically to 1) or a high degree of structure to E (which translates numerically to 5) which indicated a low level of structure. Averaging questions 1 and 2 on the management questionnaire resulted in the following distribution:

<u>Average</u>	<u>Frequency</u>
1.00	32
1.50	41
2.00	35
2.50	<u>7</u>
TOTAL	115

All 115 averages fall within the high task rigidity portion of the response profile. None of the averages fell in the area characterized by low task rigidity (4-5) and consequently the managerial appraisal of the degree of structure present is high in all cases. Even the seven episodes with an average of 2.5 are countered by subordinate averages that also fall in the high task rigidity range:

<u>Episode Number</u>	<u>Management Average</u>	<u>Subordinate Average</u>
25	2.50	1.87
27	2.50	1.83
57	2.50	1.33
63	2.50	2.75
93	2.50	1.87
105	2.50	1.5
111	2.50	2.0

Averaging the responses of Questions 69 and 70 for the subordinates resulted in the following distribution:

<u>Average</u>	<u>Frequency</u>
1.00-1.50	24
1.50-2.00	53
2.00-2.50	30
2.50-3.00	8

Again, no averages appear in the range (4-5) where subordinates perceived that there was a low level of task rigidity present in their jobs. The eight episodes that do fall within the 2.50-3.00 range are countered by management averages that are no higher than 2.5.

<u>Episode Number</u>	<u>Subordinate Average</u>	<u>Management Average</u>
63	2.75	2.5
76	2.67	1.0
77	3.00	1.5
79	2.67	1.0
81	3.00	1.0
88	2.58	2.0
90	2.72	2.0
99	3.00	2.0

None of the original 115 episodes needed to be lost based on the issue of task rigidity since there were no episodes in which both management and subordinate averages to the questions involved fell in the low task rigidity range.

Supervisor Impact

Supervisor impact concerns the ability of the new leader to influence the work group in terms of such issues as subordinate performance evaluation and supervisor direction of workers in the fulfillment of their job requirements. In addition, the support given by the

formal organization to the new supervisor to help him exact subordinate compliance to department objectives is involved. It is felt that individuals who have a strong supervisor impact will find it easier to get cooperation from subordinates than those having weak supervisor impact. However, it should be pointed out that the degree of supervisor impact alone will not assure subordinate adherence to leader directives since his acceptance by group members as well as other factors could very well serve to mitigate or counterbalance his influence on the group.

To derive a measure of supervisor impact, questions 6-12 in the management questionnaire (Appendix C) were averaged for each episode with the lower the score the higher the degree of supervisory impact indicated. The following distribution resulted:

<u>Average</u>	<u>Frequency</u>
1.29	2
1.43	2
1.57	14
1.71	14
1.86	16
2.00	27
2.14	19
2.29	11
2.43	7
2.57	<u>3</u>
TOTAL	115

All averages are below three (none in low impact range) for all 115 episodes so it is assumed that for the purposes of this study successors find themselves in situations where they have a substantial degree of supervisor impact on their respective work groups.

No Successor Mandate for Change From the Formal Organization

For the purposes of this study, only succession episodes in which the successor had little or no mandate to initiate changes in the work were analyzed. The reason for the imposition of this limitation on the study group is quite simple. In examining situations at the supervisory level, the majority of cases will frequently involve transfers of power where no great changes in the status quo are sought by management. The formal organization structure stresses the need for continuity in such cases such that the work group can continue to function in as undisturbed a fashion as possible during the transition period when the predecessor departs and the successor arrives on the scene.

There are no doubt situations when management feels that change is needed at the operative level and the best way to stimulate that change is to bring in a new supervisor and expressly inform him of the fact that part of his job is to shake-up the status quo and get his work group moving in a more productive fashion than was the case under the predecessor. Yet, from the standpoint of matching groups, such situations were deemed to be the exception rather than the rule. The greatest number of succession episodes at the supervisory level are of little or no mandate for change variety and consequently only such groups were included in the study.

A member of the management team familiar with a given episode was asked if the new supervisor was expected to act as a major change agent in the work group. This information was found in question 13 (Appendix C) which was reverse scored such that A=5 and E=1. This was

done in order to make it easier to conceptualize the results in that a high score indicates that management feels a major change is in order whereas a low score indicates that little, if any, change is deemed necessary by management. The original 115 responses from management on the issue of mandate for change (Question 13) resulted in the following frequency distribution:

<u>Response</u>	<u>Frequency</u>
1	71
2	40
3	3
4	0
5	<u>1</u>
TOTAL	115

Using three as a midpoint it was decided to drop the four episodes with responses of three or higher since in these situations there was no clear mandate for the maintenance of the status quo. Therefore, the sample ultimately used in the study consisted of 111 separate succession episodes all characterized by task rigidity, strong supervisor impact, and little, if any, supervisor mandate to initiate change in the work group.

Questionnaire Administration

As can well be imagined, the topic of supervisory succession is a difficult one to investigate due to the very real problem of generating an adequate sample size over a specific time frame. Since succession is a continuing process that takes place over time in a less than predictable manner, the effort involved to generate a sample size of 111 episodes was considerable. However, as mentioned earlier, the case

study approach simply was not acceptable considering the goals of this study. For this same reason, in-depth interviews were also inappropriate. This left the researcher with the questionnaire format as the only viable tool with which to gather data. In this regard, a mail questionnaire was also not feasible due to the complexities involved regarding both timing and administration of the survey instrument.

It was necessary to administer the questionnaire over a five-month period since over 100 supervisory succession episodes, each characterized by, a high degree of task rigidity, strong supervisor impact, and little, if any, mandate for change from the formal organization, were included in the study.

The questionnaire concerned with the previous supervisor (Appendix A) was given as soon as possible after that person departed to insure that subordinate reaction was obtained while the image of the predecessor they held was still fresh in their minds.

The questionnaire pertaining to the current supervisor was administered six weeks after that individual had taken over. The decision to wait six weeks between subordinate description of the previous supervisor and subordinate description of the current supervisor was based on the results of a pilot study. The purpose of the trial run was to determine at what point in time subordinates felt most comfortable in describing the successor. The key was to determine the minimum waiting period between predecessor departure and successor takeover in terms of insuring objectivity on the part of the subordinates in describing their new supervisor. In addition, a time gap in questionnaire administration was critical in order to minimize the impact of the predecessor's behavior on subordinate description of

the current supervisor. Questions regarding successor behavior were given to three test groups at three-week intervals (3 weeks, 6 weeks, and 9 weeks) after the new supervisor had taken over. After the third and final administration of the successor questionnaire (9th week), subordinates were asked collectively at which administration of the questionnaire they felt they could be most objective in describing the successor's behavior.

It was felt that giving the questionnaire immediately after the successor takes over would be unwise since subordinates would not yet have had sufficient time to be able to describe the successor's behavior. In addition, there might be evidence of a "honeymoon" period between successor and subordinates immediately after the transfer of power and time would be needed for this to wear off, if, in fact, it exists at all. On the other hand, if too much time passes between successor takeover and subordinate description, the study runs the risk of being an examination of leadership rather than succession. The results of the pilot study indicated that each group overwhelmingly supported a six-week time span between the subordinate descriptions of the previous and current supervisor. Each group stated that they felt that three weeks was not enough time to get to know the successor but by the same token it didn't take nine weeks to feel comfortable describing his behavior either.

A questionnaire was also administered to the successor's supervisor and this instrument can be found in Appendix C. Timing was not a critical issue in the administration of this instrument and it could therefore be completed at the discretion of the successor's supervisor.

CHAPTER IV DATA ANALYSIS

Results of Factor Analysis

The 44 questions on behavior which were originally thought to indicate seven aspects of leadership were factor analyzed with subordinate responses for both the predecessor and successor. After factor analysis some questions were dropped and some dimensions were modified based on the results of the factor analysis. A listing of specific questions dropped from the final analysis can be found in Appendix F. The three leadership dimensions which resulted from the factor analysis and their respective loadings in descending order can be found in Appendix G. The original dimension to which each question had been assigned prior to factor analysis is also indicated. To be included in a dimension, questions had to have a factor loading of .5 or higher and the loading had to explain at least twice as much variance as any loading for the other two factors. Dimension One was called Supportive Recognition due to the overall orientation of most of the questions which fell there. Dimension Two is called Decisiveness since all four of the questions which fell there were in the original list of questions which it was initially thought would give a determination of that dimension. Dimension Three was called Rule

Enforcement since all three questions initially thought to measure that dimension did so in addition to the other two which also have a Rule Enforcement orientation.

Factor analysis produces three types of factors. A general factor has all variables (questions) with sizable loadings. A group factor has a set (or group) of variables that load together. A specific factor has only one variable with a significant loading. The three leadership dimensions in this study are group factors.

Acceptance was determined by averaging responses to questions 45 and 46 as they both loaded together and were the same questions it was felt initially would generate a measure of acceptance. In order to get a measure of acceptance, questions 45 and 46 were reverse scored (A=5, B=4, C=3, D=2, E=1) such that a high score is indicative of a high degree of successor acceptability to subordinates. Subordinate liking of the predecessor was determined by averaging questions 48-52 since these five questions had significantly high loadings in one factor and were the questions it was initially thought would generate a measure of liking. Questions 48 and 51 were reverse scored such that a high liking score indicates that predecessors were liked by their subordinates.

Frustration was determined by averaging questions 55, 57, 60 and 66 since these four questions had significantly high loadings in one factor and are four of the five questions it was felt would initially measure frustration. These questions were reverse scored so that a high score would indicate a high level of frustration for subordinates. Satisfaction was determined by averaging questions 53, 59, 61, 64 and 65 since there were loadings for questions 53 and 65 in one factor,

questions 59 and 61 in a second factor, and question 64 in a third factor. The reason for using all five questions is that it would seem implausible to rely on just two of the original ten questions designed to measure subordinate satisfaction. All three factors seem to embrace different elements under the umbrella of satisfaction. To get a satisfaction score questions 53, 59, 61, 64 and 65 were reverse scored so that a high score indicated a high level of subordinate satisfaction.

Hypotheses One and Two

Hypotheses One and Two involve a measure of congruency between the predecessor and successor within each episode. Three leadership dimensions were used to generate a congruency measure. The final make-up of these dimensions was determined after the forty-four leadership questions in the 111 usable episodes were factor analyzed.

Both common space and principle component were used to factor analyze questions 1-44 in order to determine which questions had salient loadings in a particular factor. As mentioned earlier, questions were used in a dimension only if they met two criteria. First, the loading had to explain at least twice as much variance as any loading for the other two factors and, secondly, had to be high enough (.50 or better) to merit inclusion in a dimension. As mentioned earlier, negative loadings exist for some questions due to the way they were worded (3, 7, 14, 15, 19, 23, 25, 28, 31, 42).

There are no statistical tests to determine if a given dimension is more important than the others in determining congruency. Although Factor (Dimension) One has more questions with large loadings than Two

or Three, one cannot argue that it is a "better" measure of congruency. Since there is no way to determine the "best" dimension, there is no way to determine if a combination of two dimensions is more significant than another combination. In other words, congruency on Dimensions One and Two must be interpreted as being as important as congruency on Dimensions Two and Three or One and Three.

A number of statistical procedures were considered to establish a measure of congruency on the three dimensions. Several of these methods had to be eliminated since they were not relevant to the data being used. A test of significance between mean responses on predecessor and successor dimensions cannot be used. This technique would involve the assumption that the employee responses used (the sample) were randomly selected from the population of employees reporting to a given predecessor and successor. The questionnaire was administered to all employees in a given succession episode rather than to some randomly selected sample.

Discriminant analysis is a method of determining linear combinations of the original predictor variables that show large differences in group means. The original variables are derived from two or more known groups. The analysis, then, is usually used to determine the ability of these variables to discriminate among the groups and to predict the group membership of new observations. In this study, the groups are not known. Rather, it is the group classification which is being determined.

Cluster analysis is a term used to describe a collection of techniques used to group multidimensional entities according to various criteria of their degrees of homogeneity and heterogeneity. Many of

these techniques involve a minimum variance or minimum distance function. Several attempts were made using various alternative methods with the data from the original 111 episodes. It became apparent that the results were based on a comparison of one episode to another (between episodes) rather than the degree of congruency of the predecessor and successor (within an episode).

The problem of congruency is in determining whether the predecessor and successor were similar in leadership style. This is not the same as determining if the predecessor was in some way "better" than the successor or vice versa. For example, suppose the following averages were calculated for the significant questions:

	<u>Dimensions</u>					
	<u>One</u>		<u>Two</u>		<u>Three</u>	
	Pred.	Succ.	Pred.	Succ.	Pred.	Succ.
Episode A	2.8	1.9	2.2	2.4	2.2	3.7
Episode B	3.1	3.0	2.4	3.4	1.2	2.3

Assume the questions are coded such that "1" is "always" (good) and "5" is "never" (poor). In episode A the predecessor could be considered "worse" on Dimension One and "better" on Dimension Three. In this case the differences between predecessor and successor averages would be .9 (One), -.2 (Two) and -1.5 (Three). Using $\pm .5$ as the criterion, the predecessor/successor combination is not congruent on Dimensions One and Three even though one difference is positive and one negative.

In episode B the differences are .1 (One), -1.0 (Two) and -1.1 (Three). In this case they are not congruent on Two and Three and are both negative. In episode A the predecessor was "better" once and

"worse" twice. If the problem is simply one of determining similarity, then it can be argued that they are not congruent in both episodes. Hypotheses One and Two are initially concerned with the issue of congruency and not whether one supervisor was better or worse than any other.

The technique ultimately used was to calculate the average of the subordinate responses to the questions comprising each dimension for the predecessor and for the successor. Within each episode the difference between the predecessor and successor means was determined for each dimension. If this difference was less than ± 0.5 , the predecessor and successor were similar on the dimension. Finally, if a successor/predecessor combination was similar on two or three dimensions, they were said to be congruent. Likewise, if they were dissimilar on two or three dimensions, they were defined as not congruent.

This technique may appear to lack a degree of statistical sophistication. However, it overcomes the problem of comparing predecessors and successors in one episode with those in another episode which is not the purpose of this study. It is a way, however, of comparing a predecessor to a successor within a work group on the three established dimensions. The difference of ± 0.5 was not arbitrarily selected. For each of the three dimensions, the average of the responses for the successor was subtracted from the average of the responses for the predecessor. For Dimension One, for instance these differences ranged from +2.56 to -2.27. As mentioned above, the purpose was not to determine if the predecessor was better (worse) than the successor but rather if their leadership styles were congruent (not congruent). For

each of the three dimensions, the differences between averages were arranged in an ordered array from most positive to most negative. In each array, the differences appeared to be greater than $+0.5$, between $+0.5$ and -0.5 , or less than -0.5 . Based on this information, it was subjectively decided that differences of less than ± 0.5 would be considered similar and differences of more than ± 0.5 would be dissimilar.

Hypotheses Three and Four

For Hypothesis Three, acceptance and frustration were determined as outlined previously. To analyze the data, the responses for the frustration questions and acceptance questions were averaged for each individual. These averages were correlated over the 559 subjects to determine the relationship between acceptance and frustration. If the correlation coefficient was significant and negative, Hypothesis Three would be substantiated. The average of the responses in each episode were also correlated to determine the group acceptance/frustration relationship. Hypothesis Three could also be phrased as the degree of subordinate acceptance being dependent on the level of frustration. Frustration and acceptance for each individual were divided into high, medium and low categories. Chi-square analysis was employed to test this dependency relationship. The same procedure was applied to test the dependency within episodes.

For Hypothesis Four, acceptance and satisfaction were again determined as outlined earlier. To analyze the data, the responses for the satisfaction questions and the acceptance questions were averaged for each individual. These averages were correlated over the 559 subjects

to determine the relationship between acceptance and satisfaction. If the correlation was significant and positive, Hypothesis Four would be substantiated. The averages of the responses in each episode were also correlated to determine the group acceptance/satisfaction relationship. Hypothesis Four could also be phrased as the degree of subordinate acceptance of the new supervisor being dependent on the level of satisfaction. Satisfaction and acceptance for each individual were divided into high, medium and low categories. Chi-square was employed to test this dependency relationship. This procedure was also applied to each episode to test the dependency relationship.

CHAPTER V
FINDINGS

Hypothesis One—Groups

Hypothesis One states that if the successor's behavior is highly congruent with that of a well-liked predecessor, then the successor will be more readily accepted by his subordinates than if his behavior is highly incongruent with that of a well-liked predecessor. The manner in which congruency, liking and acceptance were determined has been explained earlier in this paper. However, the congruent/noncongruent dichotomy has not been presented. Group acceptance and liking scores have also not yet been presented. This information can be found in Tables One, Two and Three.

Table One

EPISODE CONGRUENCY

	Three Dimensions	Two Dimensions	Subtotal
Congruent	25	30	55
Noncongruent	22	34	56
TOTAL			111

Table Two

SUCCESSOR ACCEPTABILITY TO SUBORDINATES

<u>Acceptance Scores</u>	<u>Number of Episodes</u>
1.00 - 1.49	1
1.50 - 1.99	0
2.00 - 2.49	3
2.50 - 2.99	6
3.00 - 3.49	10
3.50 - 3.99	20
4.00 - 4.49	36
4.50 - 5.00	<u>35</u>
TOTAL	111

Table Three

SUBORDINATE LIKING OF PREDECESSOR

<u>Liking Scores</u>	<u>Number of Episodes</u>
1.00 - 1.49	1
1.50 - 1.99	1
2.00 - 2.49	3
2.50 - 2.99	5
3.00 - 3.49	10
3.50 - 3.99	21
4.00 - 4.49	47
4.50 - 5.00	<u>23</u>
TOTAL	111

The congruent/noncongruent breakdown resulted in a highly fortuitous 55/56 split which provided numerous episodes in both the congruent and noncongruent groups. As Tables Two and Three indicate, the results of the group acceptance and liking scores were not as evenly divided with the majority of scores being found in the high acceptance and high liking range.

Using the data in Tables Two and Three, liking and acceptance were broken down so that scores less than three are representative of a

low level of subordinate liking of the predecessor and low subordinate acceptance of the successor and scores greater than three represent a high subordinate acceptance of the successor. The resulting classification for congruent episodes is found in Table Four.

Table Four

		WITHIN EPISODE CONGRUENCE		
		Liking of Predecessor		
		Low	High	
Acceptance of Successor	Low	0	2	2
	High	0	53	53
		0	55	55

Again using data from Tables Two and Three, liking and acceptance were broken down so that scores less than three indicate low liking and acceptance, a score of three on acceptance indicates a medium level of acceptance, a score greater than three indicates high liking and high acceptance. The resulting classification for noncongruent episodes is found in Table Five.

Table Five

		WITHIN EPISODE NONCONGRUENCE		
		Liking of Predecessor		
		Low	High	
Acceptance of Successor	Low	7	1	8
	Medium	2	0	2
	High	1	45	46
		10	46	56

In order to analyze Hypothesis One it was necessary to combine relevant portions of Tables Four and Five so that groups with liked predecessors containing both congruent and not congruent successors could be viewed together. This configuration can be seen in Table Six.

Table Six

LIKED PREDECESSORS WITH CONGRUENT/NOT CONGRUENT
SUCCESSORS AND THEIR ACCEPTANCE LEVELS

	Congruent	Not Congruent	TOTAL
High Acceptance	53	45	98
Low Acceptance	<u>2</u>	<u>1</u>	<u>3</u>
	55	46	111

On the basis of the data presented above there is clearly no difference between the acceptance levels of congruent versus not congruent successors who followed well-liked supervisors. All 55 successors in the congruent classification followed predecessors who were well-liked by their subordinates. Only two of these 55 successors had a low group acceptance level. Of the 46 not congruent successors who followed supervisors that had been well-liked only one had a low acceptance score from his subordinates. Group acceptance scores were very high for both congruent and not congruent successors and thus Hypothesis One is clearly not supported. It is worth noting that acceptance levels were determined using relative rather than absolute acceptance scores and thus there is the possibility that groups with a very high absolute acceptance score (4.00-5.00) might have fallen more consistently into the high congruency

category or vice versa. The same would hold true for groups that had a lower positive acceptance score (3.00-3.99) in terms of a possible clustering of these groups in the congruent or not congruent cells. However, in the final analysis it still appears that predecessor/successor behavior congruency does not play a role in determining the acceptance level of successors in episodes where the predecessor was well-liked by his subordinates.

Hypothesis Two--Groups

Hypothesis Two states that if the successor's behavior is highly congruent with that of an unpopular predecessor then the successor will not be as readily accepted by his subordinates than if his behavior is highly incongruent with that of an unpopular predecessor. Table Seven provides a breakdown of episodes containing unpopular predecessors for both congruent and noncongruent groups and their acceptance levels.

Table Seven

UNPOPULAR PREDECESSORS WITH CONGRUENT/NOT CONGRUENT SUCCESSORS AND THEIR ACCEPTANCE LEVELS

	Congruent	Not Congruent	TOTAL
High Acceptance	0	1	1
Medium Acceptance	0	2	2
Low Acceptance	<u>0</u>	<u>7</u>	<u>7</u>
	0	10	10

As can be seen from Table Seven, there were no cases in the congruent, low liking classification. Consequently, Hypothesis Two cannot be tested due to an inadequate sample size and thus it cannot be substantiated in this study.

Hypothesis Three

Hypothesis Three states that there is a negative correlation between subordinate frustration and the acceptability of the successor to the work group. This proposition was tested by analyzing available data for each individual queried in the study regardless of group affiliation and by analyzing the information by episode. Testing was done by using the correlation coefficient as well as by chi-square analysis.

Acceptance involves the extent to which subordinates concur that the new supervisor is doing what needs to be done and that they accept his direction. The results of averaging the two questions dealing with acceptance for each of the 559 respondents can be found in Table Eight.

Table Eight

SUCCESSOR ACCEPTANCE TO SUBORDINATES

<u>Acceptance Scores</u>	<u>Number of Respondents</u>
1.00	12
1.50	12
2.00	13
2.50	23
3.00	60
3.50	55
4.00	136
4.50	108
5.00	<u>139</u>
TOTAL	558 ^a

^aOne person did not answer both questions relating to acceptance and was excluded from the analysis.

Frustration is concerned with subordinate discomfort on the job for reasons outlined earlier. Averaging the questions dealing with frustration results in the information provided in Table Nine.

Table Nine

SUBORDINATE FRUSTRATION

<u>Frustration Score</u>	<u>Number of Respondents</u>
1.00	44
1.25	47
1.33	1
1.50	71
1.67	2
1.75	65
2.00	63
2.25	45
2.33	2
2.50	47
2.67	1
2.75	42
3.00	47
3.25	27
3.33	2
3.50	19
3.67	1
3.75	9
4.00	6
4.25	4
4.50	6
4.75	3
5.00	4
	<hr/>
TOTAL	558 ^a

^aOne person did not answer the questions relating to frustration and was excluded from the analysis.

After deriving individual respondent scores for acceptance and frustration, these scores were correlated to determine if there was a significant relationship between acceptance and frustration. The correlation coefficient between acceptance and frustration for the 557 usable respondents had a value of $-.50321$ which is significant at

the .0001 level. Partial correlation was also used to test the relationship between subordinate acceptance of the successor and the frustration felt by subordinates. A first-order partial correlation coefficient measures the association between acceptance and frustration by holding the effect of satisfaction constant. The partial correlation coefficient between acceptance and frustration for the 557 usable respondents controlling for satisfaction had a value of $-.3926$ which is significant at the .001 level. In other words, after controlling for satisfaction there is still a significant negative relationship between subordinate acceptance of the successor and the level of frustration felt by subordinates. Hypothesis Three is therefore substantiated using this procedure on individual responses regardless of group membership.

Chi-square analysis using a 3 by 3 contingency table was also employed to test the dependency relationship between acceptance and frustration for individual respondents. Using the data from Tables Eight and Nine acceptance and frustration scores were broken down such that scores less than 3 indicate low frustration and low acceptance, a score of 3 represents a medium level of frustration and acceptance, and scores greater than 3 indicate high frustration and high acceptance. The resulting classification of the subordinates is shown in Table Ten.

Table Ten

LEVEL OF SUBORDINATE FRUSTRATION
AND SUBORDINATE ACCEPTANCE OF SUCCESSOR

Subordinate Frustration

		Low	Medium	High	
Acceptance Of Successor	Low	23	8	29	60
	Medium	41	12	7	60
	High	365	27	45	437
TOTAL		429	47	81	557

The value of χ^2 is 81.37 which is significant at the .00005 level.

This procedure also validates Hypothesis Three for individual respondents.

Hypothesis Three was also tested using the same procedure as outlined previously but with each of the succession episodes rather than by individuals. Acceptance scores by episode can be found in Table Two. Group averages for frustration by episode can be found in Table Eleven.

Table Eleven

GROUP FRUSTRATION SCORES

<u>Frustration Score</u>	<u>Number of Episodes</u>
1.00 - 1.49	9
1.50 - 1.99	30
2.00 - 2.49	39
2.50 - 2.99	26
3.00 - 3.49	6
3.50 - 3.99	0
4.00 - 4.49	0
4.50 - 5.00	<u>1</u>
TOTAL	111

The correlation coefficient between acceptance and frustration for the 111 groups was $-.49173$ which is significant at the $.00001$ level. The partial correlation coefficient between acceptance and frustration for the 111 groups controlling for satisfaction had a value of $-.3250$ which is significant at the $.001$ level. There is still a significant negative relationship between acceptance and frustration after controlling for satisfaction. Hypothesis Three is, therefore, substantiated using this procedure on each episode.

Chi-square analysis using a 2 by 2 contingency table was also used to test the dependency relationship between acceptance and frustration for each episode. Using the data from Tables Two and Eleven, acceptance and frustration scores were broken down such that scores less than 3 indicate low acceptance and low frustration, and scores greater than 3 indicate high acceptance and high frustration. The medium level of acceptance where $A=3$ was omitted since there were only two such cases and the "rule of thumb" is that each cell should have at least five observations for χ^2 to be meaningful. This classification is shown in Table Twelve.

Table Twelve

LEVEL OF GROUP FRUSTRATION
AND SUBORDINATE ACCEPTANCE OF SUCCESSOR

		Group Frustration		
		Low	High	
Acceptance of Successor	Low	7	3	10
	High	95	4	99
TOTAL		102	7	109

Note that two cells have less than five observations so the value of χ^2 may not be valid for groups. However, Hypothesis Three is substantiated using the correlation coefficient and chi-square for individual respondents and the correlation coefficient for groups.

Hypothesis Four

Hypothesis Four states that there is a positive correlation between subordinate satisfaction and the acceptability of the successor to the work group. This proposition was also tested by analyzing available data for each individual questioned in the study regardless of group affiliation and by analyzing the information by episode. Testing was again done by using the correlation coefficient as well as by chi-square analysis.

The acceptance results outlined in Hypothesis Three apply here as well and can be found in Table Eight. Satisfaction concerns worker contentment with his overall job situation in terms of such factors as pay, coworker rapport and desirability of specific work assignments. Averaging the questions dealing with satisfaction results in the information provided in Table Thirteen.

After deriving individual respondent scores for acceptance and satisfaction, these scores were correlated to determine if there was a significant positive relationship between acceptance and satisfaction. The correlation coefficient between acceptance and satisfaction for the 558 usable respondents had a value of .4159 which is significant at the .0001 level. Partial correlation was again used to test the association between subordinate acceptance of the successor and the level of satisfaction felt by subordinates. The partial

correlation coefficient between acceptance and satisfaction for the 558 usable respondents controlling for frustration was .2479 which is significant at the .001 level. Hypothesis Four is therefore substantiated using this procedure on individual responses regardless of group membership.

Table Thirteen

SUBORDINATE SATISFACTION

<u>Satisfaction Score</u>	<u>Number of Respondents</u>
1.40	3
1.60	3
1.75	1
1.80	2
2.00	9
2.20	16
2.40	12
2.60	31
2.67	1
2.75	1
2.80	26
3.00	49
3.20	50
3.25	3
3.40	55
3.50	8
3.60	58
3.75	4
3.80	47
4.00	63
4.20	51
4.40	34
4.50	1
4.60	15
4.75	1
4.80	10
5.00	<u>5</u>
TOTAL	559

Chi-square analysis using a 3 by 3 contingency table was also employed to test the dependency relationship between acceptance and satisfaction for individual respondents. Using the data from Tables Eight and Thirteen, acceptance and satisfaction scores were broken down such that scores less than 3 indicate low satisfaction and low acceptance, a score of 3 represents a medium level of satisfaction and acceptance and scores greater than 3 indicate high satisfaction and high acceptance. This classification is shown in Table Fourteen.

Table Fourteen

LEVEL OF SUBORDINATE SATISFACTION
AND SUBORDINATE ACCEPTANCE OF SUCCESSOR

	Subordinate Satisfaction			
	Low	Medium	High	
Low	33	7	20	60
Medium	15	11	34	60
High	57	31	350	438
TOTAL	105	49	404	558

The value of χ^2 is 77.16 which is significant at the .00005 level.

This procedure also validates Hypothesis Four for individual respondents.

Hypothesis Four was also tested using the same procedure as just outlined but with each of the succession episodes rather than by

individuals. Acceptance scores by episode can be found in Table Two whereas group averages for satisfaction are located in Table Fifteen.

Table Fifteen

GROUP SATISFACTION SCORES

<u>Satisfaction Scores</u>	<u>Number of Episodes</u>
1.00 - 1.49	0
1.50 - 1.99	0
2.00 - 2.49	4
2.50 - 2.99	8
3.00 - 3.49	41
3.50 - 3.99	35
4.00 - 4.49	21
4.50 - 5.00	<u>2</u>
	TOTAL 111

The correlation coefficient between acceptance and frustration for the 111 groups was .47093 which is significant at the .00001 level. The partial correlation coefficient between acceptance and satisfaction for the 111 groups controlling for frustration had a value of .2864 which is significant at the .001 level. There remains a significant positive relationship between acceptance and satisfaction after controlling for frustration. Hypothesis Four is, therefore, substantiated using this procedure on each episode.

Chi-square analysis using a 2 by 2 contingency table was also used to test the dependency relationship between acceptance and satisfaction for each episode. Using the data from Tables Two and Fifteen, acceptance and satisfaction scores were broken down such that scores less than 3 indicate high acceptance and high satisfaction. There were only two cases where acceptance =3 and two cases where satisfaction =3. Since this would have resulted in cells with extremely small frequencies,

these four cases were eliminated from the analysis. The classification of the 107 usable episodes can be found in Table Sixteen.

Table Sixteen

LEVEL OF GROUP SATISFACTION AND
SUBORDINATE ACCEPTANCE OF SUCCESSOR

		Group Satisfaction		
		Low	High	
Acceptance of Successor	Low	2	7	9
	High	8	90	98
TOTAL		10	97	107

Since one cell has an extremely low frequency χ^2 is not meaningful when analyzing responses by episodes. However, Hypothesis Four is substantiated using the correlation coefficient and chi-square for individual respondents and the correlation coefficient for groups.

Analysis of Individual Respondents

In addition to analyzing the data pertaining to Hypotheses One and Two using groups, an attempt was also made to look at this information using individual responses regardless of subordinate episode membership. Further, it would have been ideal to be able to compare individual subordinate responses concerning the predecessor to the same subordinate's responses concerning the successor. However, this was not possible since there was no way of matching up individual predecessor/successor combinations when the questionnaires were administered. This was due to the highly sensitive area addressed by

the questionnaire as well as the view by management that their very endorsement of the project could trigger-off volatile responses in certain work groups. Further, in most cases management itself was extraordinarily apprehensive about the ultimate intent of the study and great pains had to be taken to placate them on this issue. In addition, both management and the subordinates involved had to be continuously assured that subordinates participating in the study would have their anonymity guaranteed. Participants were concerned that it would be possible to compare the responses of subordinate A on the predecessor to his responses on the successor. For this reason, each questionnaire administered explicitly stated that the respondent was not to reveal his name anywhere on the instrument during either response period. There obviously was a complicated set of factors at work that made research of this sort highly suspect. Management was apprehensive that their endorsement of the study would be interpreted by subordinates as an attempt by management to interfere with the work groups involved for whatever reasons they might have. Subordinates were sometimes afraid that those above them in the organizational hierarchy would use the information provided to single out potentially troublesome employees. It is for these reasons that the predecessor/successor match-up for an individual respondent was not feasible which eliminates the possibility of deriving an individual congruency/noncongruency measure for each of the 559 respondents. In spite of the aforementioned limitation, it was possible to utilize information on all 559 respondents regardless of work group membership.

Several approaches were utilized with the 559 respondents to determine the relationship between successor acceptability to the work

group with leadership style of the successor and subordinate liking of both the predecessor and successor. The key issue is still subordinate acceptance of the successor and whether or not there is some definite factor that helps explain subordinate acceptance or rejection of the new supervisor.

Acceptance and Leadership Style of the Successor

In order to look at this relationship simple correlation coefficients were generated between acceptance and the Leadership Behavior Questions (1-44).

Table Seventeen

SIMPLE CORRELATION COEFFICIENTS BETWEEN SUBORDINATE ACCEPTANCE OF THE SUCCESSOR AND LEADERSHIP BEHAVIOR QUESTIONS (1-44)

<u>Question</u>	<u>Simple Correlation</u>	<u>Significance</u>	<u>Question</u>	<u>Simple Correlation</u>	<u>Significance</u>
1	.4400	.001	23	-.5630	.001
2	.5995	.001	24	.6836	.001
3	-.2195	.001	25	-.4906	.001
4	.6165	.001	26	.6074	.001
5	.5708	.001	27	.5856	.001
6	.1478	.001	28	-.4339	.001
7	-.3873	.001	29	.5771	.001
8	.5465	.001	30	.1652	.001
9	.4086	.001	31	-.3992	.001
10	.5937	.001	32	.6523	.001
11	.4482	.001	33	.6521	.001
12	.4451	.001	34	.7442	.001
13	.6080	.001	35	.5584	.001
14	-.2570	.001	36	.4718	.001
15	-.4034	.001	37	.6962	.001
16	.5509	.001	38	.6003	.001
17	.6083	.001	39	.6024	.001
18	.4756	.001	40	.6130	.001
19	-.5186	.001	41	.6518	.001
20	.1802	.001	42	-.4214	.001
21	.6260	.001	43	.0109	.399
22	.2269	.001	44	.6724	.001

The data above indicate that there is an association between the leadership behavior questions and subordinate acceptance of the successor. With the exception of question 43, the simple coefficients are all significant at the .001 level. It is interesting to note that the Rule Enforcement Questions (6, 30, 43) had comparably lower coefficients than most of the other leadership behavior questions. This might indicate less of an association between the particular leadership dimension and subordinate acceptance of the successor.

Partial correlation coefficients were derived between the acceptance questions and leadership behavior questions controlling for subordinate liking of the predecessor. These results can be found in Table Eighteen.

Table Eighteen

PARTIAL CORRELATION COEFFICIENTS BETWEEN SUBORDINATE ACCEPTANCE OF THE SUCCESSOR AND LEADERSHIP BEHAVIOR QUESTIONS (1-44) CONTROLLING FOR SUBORDINATE LIKING OF THE PREDECESSOR (48-52)

<u>Question</u>	<u>Partial Coefficient</u>	<u>Significance</u>	<u>Question</u>	<u>Partial Coefficient</u>	<u>Significance</u>
1	.4344	.001	23	-.5656	.001
2	.5984	.001	24	.6837	.001
3	-.2163	.001	25	-.4943	.001
4	.6135	.001	26	.6150	.001
5	.5710	.001	27	.5816	.001
6	.1546	.014	28	-.4328	.001
7	-.3921	.001	29	.5777	.001
8	.5440	.001	30	.1636	.010
9	.4108	.001	31	-.4033	.001
10	.5903	.001	32	.6529	.001
11	.4460	.001	33	.6502	.001
12	.4465	.001	34	.7439	.001
13	.6155	.001	35	.5680	.001
14	-.2521	.001	36	.4712	.001
15	-.4190	.001	37	.6968	.001
16	.5579	.001	38	.5946	.001
17	.6088	.001	39	.6030	.001
18	.4820	.001	40	.6143	.001
19	-.5240	.001	41	.6501	.001
20	.1787	.005	42	-.4216	.001
21	.6233	.001	43	.0098	.445
22	.2324	.001	44	.6704	.001

After controlling for subordinate liking of the predecessor, a relationship continues to exist between the acceptance questions and leadership style questions. As with simple correlation, questions 6, 30 and 43 (Rule Enforcement) again stand out due to their low partial coefficients and higher levels of significance. It is possible that these questions may not be particularly important to the issue of subordinate acceptance of the successor. Possibly, subordinates accept the fact that rules and regulations need to be enforced if an effective work group is to be maintained.

Another point of major interest is that the partial correlation coefficients generally remain quite high (absolute sizes do not change much) when comparing them to the simple correlations derived prior to controlling for subordinate liking of the predecessor. It appears that liking of the predecessor may not be that significant in determining whether or not a new supervisor is accepted by individual subordinates in relation to the leadership style questions. However, such is not the case when generating partial correlation coefficients between the acceptance questions and leadership behavior questions controlling for subordinate liking of the successor. These results can be found in Table Nineteen.

By controlling for subordinate liking of the successor it is possible to see if that enters into the relationship between acceptance and the leadership style questions. After controlling for subordinate liking of the successor there is still a significant relationship between subordinate acceptance of the successor and most of the leadership behavior questions. However, in some cases the partial

correlation coefficients drop dramatically and the significance levels also rise markedly on some questions. This can be contrasted to the results that come from controlling for subordinate liking of the predecessor. Whereas liking of the predecessor does not appear to have much of an impact on acceptance of the successor in relation to the leadership style questions, liking of the successor definitely appears to be an important factor. In looking over the leadership behavior questions where coefficients and significance levels fall appreciably when correlated to acceptance there does not appear to be any particular pattern of questions which seem to lose their significance. Yet, the results indicate an association between subordinate liking of the successor and whether or not a successor will be accepted by his subordinates in relation to the leadership style questions.

It is necessary to explore some potential reasons that various questions are no longer significant when controlling for subordinate liking of the successor while looking at successor acceptance as a function of the leadership behavior questions. As mentioned earlier, several questions that have high coefficients and low levels of significance when using simple correlation have lower partial coefficients and higher levels of significance when using partial correlation. Using a significance level of .05, questions 14, 16 and 42 are no longer helpful in explaining the relationship between the leadership style questions and subordinate acceptance of the successor. Conceptually then, for a group of equally liked successors, no relationship was found between needling behavior and acceptance (Question 14), between treating members as equals and acceptance

(Question 16), and between feeling closer to management and acceptance (Question 42). Whether or not the successor engages in the behavior outlined above appears to be inconsequential as long as the group likes him.

Table Nineteen

PARTIAL CORRELATION COEFFICIENTS BETWEEN SUBORDINATE ACCEPTANCE OF THE SUCCESSOR AND LEADERSHIP BEHAVIOR QUESTIONS (1-44) CONTROLLING FOR SUBORDINATE LIKING OF THE SUCCESSOR (48-52)

<u>Question</u>	<u>Partial Coefficient</u>	<u>Significance</u>	<u>Question</u>	<u>Partial Coefficient</u>	<u>Significance</u>
1	.2241	.001	23	-.1860	.004
2	.3908	.001	24	.3629	.001
3	-.1235	.040	25	-.3335	.001
4	.2294	.001	26	.2405	.001
5	.2378	.001	27	.3587	.001
6	.1608	.011	28	-.1193	.045
7	-.1541	.014	29	.1970	.002
8	.2128	.001	30	.1798	.005
9	.1758	.006	31	-.2421	.001
10	.2309	.001	32	.2521	.001
11	.2202	.001	33	.3579	.001
12	.1688	.008	34	.5189	.001
13	.2987	.001	35	.2137	.001
14	-.0214	.381	36	.3439	.001
15	-.1773	.006	37	.4066	.001
16	.0871	.108	38	.2261	.001
17	.3588	.001	39	.1760	.006
18	.3291	.001	40	.2936	.001
19	-.2940	.001	41	.3481	.001
20	.1609	.011	42	-.0854	.113
21	.2891	.001	43	.1172	.048
22	.2035	.002	44	.3199	.001

A further look at the issue of leadership behavior and acceptance was taken using a stepwise regression on an individual basis using each person's averaged acceptance score as the dependent variable and

all the leadership behavior items (1-44) as the predictor variables. A 5% level of significance for predictors to enter and stay in the stepwise equation was utilized.

It is important to point out the distinct possibility of bias resulting from the fact that the same respondents (subordinates) who described the behaviors of the predecessor/successor are also scoring the successor on acceptance. It was not possible to get a rating of the successor's performance by an individual or group other than the subordinates and thus this group was used to generate both acceptance scores and leadership behavior measures.

After only six steps, the level of significance for the entering variable would have been greater than 5%. The results after six steps are shown in Table Twenty.

Three interesting observations merit attention at this point concerning the results displayed above. The first is that there were only six variables that were significant when related to average acceptance scores. It was thought that a higher number of questions would both enter and stay in the equation but such was not the case. Secondly, two of the variables that do appear in the equation (34 and 5) were not included in the three leadership behavior dimensions that were used only to determine congruent/noncongruent, predecessor/successor match-ups. Thirdly, and most importantly, the six behaviors that did enter and stay in the equation had a multiple correlation coefficient of .85 and explain 72% of the variance in the successor acceptance score. Pursuing this further, partial correlation coefficients for each of these six leader behavior questions and subordinate acceptance of the successor controlling for the other five

Table Twenty

STEPWISE REGRESSION-LEADER BEHAVIOR AND SUCCESSOR ACCEPTANCE

<u>Step Number</u>	<u>Entering Variable (Question)</u>	<u>Regression Coefficient</u>	<u>Level of Significance</u>	<u>Multiple Correlation Coefficient</u>	<u>Partial Correlation Coefficient for other Five Variables</u>	<u>Level of Significance</u>
1	34	.27999	.000	.74422	.4079	.001
2	44	.15012	.002	.79937	.2188	.001
3	13	.17687	.000	.82202	.2720	.001
4	25	-.10974	.002	.83365	-.2165	.001
5	2	.12156	.005	.84145	.1947	.001
6	39	.11575	.011	.84688	.1772	.001

leader behavior questions were generated. These results can also be found in Table Twenty. All partial correlation coefficients are significant at the .001 level indicating that questions 34, 44, 13, 25, 2 and 39 are very helpful in explaining the association between leader behavior and subordinate acceptance of the new supervisor.

The data presented in Tables Seventeen through Nineteen indicate a possible connection between acceptance of a successor and that individual's leadership behavior. Yet, the results provided in Table Twenty more clearly and precisely indicate which questions concerning leader behavior on the job are most closely associated with subordinate acceptance of the new supervisor.

With the exception of question 25, the other five questions all deal with the supervisor's concern with group and individual welfare in terms of being responsive to their needs while at the same time doing what needs to be done to ensure group viability in the future. As a group, these questions indicate a supervisor who knows what needs to be done but also attempts to solicit and cultivate group support of his actions by behaving in an empathetic fashion towards his subordinates.

Question 25 concerns the need for the supervisor to stand firm and not back down when confronted by certain pressures which are not specified in the question. The negative sign on the regression coefficient for 25 indicates that the supervisor who does not back down will be more likely to be accepted by the work group than his counterpart who does acquiesce and give in when he should stand his ground.

At this point, an attempt was made to cross-validate the regression model by randomly dividing the 559 respondents into groups of 280

and 279 respectively. This was done by randomly generating 280 numbers ranging from 1 to 559. These individuals were put in one group and the remaining 279 in a second group. The stepwise regression program with the 44 leadership behavior items and acceptance was run for the group of 280 subordinates and these results appear in Table Twenty-One. The variables that remained after utilizing the 5% level of significance for predictors to enter and remain (13, 24, 26, 34) were then put in a multiple regression with the other 279 subjects to see if these same questions would satisfy the 5% criterion to enter and stay and determine the resulting correlation coefficients. These results are also found in Table Twenty-One. As the results in Table Twenty-One indicate, questions 13, 24 and 34 show up in both runs and consequently there is a definite degree of cross-validation between the two groups. These results indicate that these are not chance models. The questions that remain in both models indicate a supervisor who not only handles difficult or emergency situations effectively but also is concerned with the welfare of group members. It seems that successor acceptability might be associated with an individual who can handle a stressful situation in an adroit manner while simultaneously showing concern and high regard for those he supervises.

It is important to note that unlike question 13, questions 34 and 24 are not included in any of the three leadership dimensions. In particular, question 34 which is the single most important item in the stepwise regression fails to turn up at all, even in a single item factor. Item 34 is also worth noting due to its emphasis on supervisor response to emergency situations. In light of the short

Table Twenty-One

STEPWISE REGRESSION-LEADER BEHAVIOR AND SUCCESSOR ACCEPTANCE/SPLIT SAMPLE

Step Number	N=559		N=280		N=279		Multiple Correlation Coefficient
	Entering Variable (Question)	Regression Coefficient	Level of Significance	Entering Variable (Question)	Regression Coefficient	Level of Significance	
1	34	.27999	.000	34	.34478	.000	.69943
2	44	.15012	.002	13	.22001	.001	.76074
3	13	.17687	.000	26	.14063	.010	.78048
4	25	-.10974	.002	24	.15140	.017	.86071
5	2	.12156	.005				

duration between predecessor departure and subordinate description of the successor's behavior, it is entirely possible that no truly legitimate emergencies arose that were under the supervisor's jurisdiction in the work place. In this instance, it is conceivable that subordinates are actually reacting to how the successor behaves when he is under a little pressure, be it from his supervisors, peers, subordinates or some undetermined source. In other words, it is possible that subordinates are not really identifying a specific emergency situation, but rather describing how the new supervisory incumbent keeps his cool when things heat up a little on the job.

Additional runs were made using all 76 questionnaire items (except 47), again retaining acceptance (45 and 46) as the dependent variable. Question 47 was not used in deriving an acceptance score but its similarity to 45 and 46 necessitated dropping it from the analysis when using all questionnaire items (1-76). As with the leadership behavior items, after a stepwise regression was performed on the full model consisting of all 76 items (except 45, 46 and 47) the two split samples of 280 and 279 respondents respectively were tested in the same fashion as had been done earlier to see if the same questions entered and stayed in both groups. These results can be found in Table Twenty-Two.

In the run using all 559 respondents question 51 fits into the mold that emerged when using only the leadership questions as 51 involves whether or not the supervisor is thoughtful. The same holds true with question 48 as it concerns whether or not the supervisor is fair in his treatment of his workers. Question 55 has a negative regression coefficient since it is worded in such a fashion that a

high score indicates that subordinates who feel they have adequate authority with which to carry out the responsibilities assigned to them will tend to be more receptive of their supervisors than subordinates who feel they lack adequate authority in fulfilling their job requirements.

An attempt to cross-validate the regression model using all 76 items was done in the same manner as outlined earlier when using the 44 leadership behavior items. As Table Twenty-Two indicates, questions 2, 13, 34 and 51 show up in both runs and consequently there is considerable cross validation between the two groups. These results echo the data found in Table Twenty-One which suggest that accepted supervisors are those possessing empathetic skills as well as being capable of making decisions when they need to be made. Thus Tables Twenty through Twenty-Two indicate specific characteristics that may be significant predictors of successor acceptance by subordinates.

Table Twenty-Two

STEPWISE REGRESSION-ALL ITEMS AND SUCCESSOR ACCEPTANCE*

FULL AND SPLIT SAMPLE

Step Number	Variable (Question)	N=280			N=279			Multiple Correlation Coefficient	Level of Significance	Multiple Correlation Coefficient	Level of Significance	Regression Coefficient	Multiple Correlation Coefficient	Level of Significance	Regression Coefficient	Multiple Correlation Coefficient
		Regression Coefficient	Level of Significance	Multiple Correlation Coefficient	Entering Variable (Question)	Regression Coefficient	Level of Significance									
1	34	.25716	.000	.74422	34	.26884	.000	.78109	34	.31569	.000	.69943				
2	51	.14648	.004	.81362	51	.12719	.030	.83126	51	.29239	.000	.79253				
3	13	.16024	.000	.83314	13	.15673	.003	.85387	13	.15829	.003	.80927				
4	25	-.11215	.001	.84468	24	.14438	.003	.86641	02	.14331	.012	.81927				
5	48	.14976	.001	.85319	49	-.16178	.001	.87643				
6	55	-.06808	.009	.85859	02	.09963	.046	.88024				
7	02	.10043	.017	.86291				

*except 45, 46, 47

Subordinate Liking of Successor and Predecessor

Another issue to be explored concerning successor acceptability to his subordinates is the possibility that acceptance is in some way a function of subordinate liking of the successor or subordinate liking of the predecessor. Evidence gathered in analyzing Hypotheses One and Two for groups (episodes) lends credibility to this view, particularly when congruency between predecessor/successor leadership behavior appears not to be the major factor it was expected to be. Table Twenty-Three provides the simple correlation coefficients between the acceptance questions and subordinate liking of the predecessor. Where appropriate, questions 49, 50 and 52 were reverse scored since they were worded in a negative fashion such that initially a high score (5) was good and a low score (1) was bad.

Table Twenty-Three

SIMPLE CORRELATION COEFFICIENTS BETWEEN SUBORDINATE ACCEPTANCE OF THE SUCCESSOR AND INDIVIDUAL SUBORDINATE LIKING ITEMS FOR THE PREDECESSOR (48-52)

<u>Question</u>	<u>Simple Correlation</u>	<u>Significance</u>
48	-.0305	.236
49	-.0628	.069
50	-.0674	.056
51	-.0728	.043
52	-.0912	.016

Although only two of the coefficients are significant at the .05 level, these results indicate an inverse relationship between subordinate acceptance of the new supervisor and subordinate liking of the previous supervisor. Proceeding further, the simple correlation coefficient between acceptance and the combined liking questions for

the predecessor is $-.0737$ which is significant at the $.041$ level. It appears that when the predecessor was well-liked subordinates were less likely to accept the successor in his new role. Table Twenty-Four provides the simple correlation coefficient between successor acceptability to subordinates and subordinate liking of the successor.

Table Twenty-Four

SIMPLE CORRELATION COEFFICIENTS BETWEEN SUBORDINATE ACCEPTANCE OF THE SUCCESSOR AND INDIVIDUAL SUBORDINATE LIKING ITEMS FOR THE SUCCESSOR (48-52)

<u>Question</u>	<u>Simple Correlation</u>	<u>Significance</u>
48	.6857	.001
49	.5740	.001
50	.5789	.001
51	.6928	.001
52	.5632	.001

It is quite clear that there is a very high correlation between the liking of the successor by his subordinates and his acceptability as a supervisor to those same individuals. In addition, the correlation coefficient between acceptance and the combined liking questions for the successor is $.7345$ which is significant at the $.001$ level. There was initial concern during the development of the proposal used as a foundation for this study that subordinates might like a supervisor and still not accept him as their legitimate leader due to a lack of faith in his judgment, ability or support of the work group. The data in Table Twenty-Four indicate that this is not the case with the individuals who were involved in this study.

It was felt that more information was needed to better explore the relationship between liking and successor acceptability so partial

correlation coefficients between the acceptance questions and subordinate liking of the predecessor controlling for subordinate liking of the successor were generated. These results are found in Table Twenty-Five.

Table Twenty-Five

PARTIAL CORRELATION COEFFICIENTS BETWEEN SUBORDINATE ACCEPTANCE OF THE SUCCESSOR AND INDIVIDUAL SUBORDINATE LIKING ITEMS FOR THE PREDECESSOR (48-52) CONTROLLING FOR SUBORDINATE LIKING OF THE SUCCESSOR (48-52)

<u>Question</u>	<u>Partial Correlation</u>	<u>Significance</u>
48	-.0441	.151
49	-.0444	.149
50	-.0256	.274
51	-.0607	.078
52	-.0706	.049

Controlling for subordinate liking of the successor has some effect on the results. Evidence indicates that there is little connection between successor acceptability and subordinate liking of the predecessor when controlling for subordinate liking of the successor. The relationship that does exist is again negative but the levels of significance are so high that it is not possible to speculate with any support that liked predecessors will be followed by successors who will not be accepted by the work group. Furthermore, using a single acceptance and liking score results in a partial correlation coefficient of $-.0553$ which is significant at the $.097$ level. Contrast the data in Table Twenty-Five to that found in Table Twenty-Six where one finds partial correlation coefficients between acceptance and subordinate liking of the successor controlling for subordinate liking of the predecessor.

Table Twenty-Six

PARTIAL CORRELATION COEFFICIENTS BETWEEN SUBORDINATE ACCEPTANCE OF THE SUCCESSOR AND INDIVIDUAL SUBORDINATE LIKING ITEMS FOR THE SUCCESSOR (48-52) CONTROLLING FOR SUBORDINATE LIKING OF THE PREDECESSOR (48-52)

<u>Question</u>	<u>Partial Coefficient</u>	<u>Significance</u>
48	.6856	.001
49	.5779	.001
50	.5800	.001
51	.6922	.001
52	.5628	.001

Table Twenty-Six amplifies the notion that liking of the predecessor has little impact on successor acceptability to his subordinates. Evidence indicates that subordinate liking of the new supervisor covaries with the matter of whether or not that individual will be accepted by his subordinates. In addition, it is important to note that the acceptance and liking items used loaded independently and significantly on two different factors. Using single acceptance and liking scores reiterates this point since the partial correlation coefficient is .7344 which is significant at the .001 level. Certainly liking of one's superior is not the only criteria for accepting that individual but it does seem to be of some importance. It is worth mentioning that all the groups in this study were characterized by situations where subordinate tasks were structured, supervisors had considerable power and there was no expectation or mandate for immediate change in the work group. Had these control variables not been present, the results may naturally have been quite different.

The preceding information supports the proposition that to some degree acceptance of the new supervisor is associated with that

individual's leadership behavior. In addition, acceptance of the successor also appears to be associated with subordinate liking of the successor when analyzing the results using individual respondents.

Other Findings

In addition to analyzing the four major hypotheses already discussed, other aspects of supervisory succession were investigated. In analyzing four of these other issues tangible results using chi-square were difficult to come by due to the number of empty cells existing after group classifications were made. Even collapsing certain parts of tables would have done little to facilitate the analysis due to the clustering of group responses in specific classifications. However, it is worth discussing this additional material as it sheds further light on our understanding of what takes place after an organization experiences a supervisory succession episode.

It was thought that there might be an association between the fate of the predecessor and the extent to which the new supervisor was accepted by the work group. The issue concerned whether or not there might be a connection between why the previous supervisor left and how his successor was received by the subordinates. Would a fired or demoted predecessor impact on the acceptability level of his replacement? Evidence provided in Table Twenty-Seven indicates little in this regard except that in 81% of the episodes in question the predecessor either transferred or left the organization altogether.

Table Twenty-Seven

SUCCESSOR ACCEPTABILITY TO SUBORDINATES AND FATE OF PREDECESSOR

	Fate of Predecessor						TOTAL
	<u>Transferred</u>	<u>Fired</u>	<u>Demoted</u>	<u>Another Firm</u>	<u>Died</u>	<u>Retired</u>	
1.00-1.49	1						1
1.50-1.99							
2.00-2.49	1			2			3
2.50-2.99	3	1		2			6
3.00-3.49	8		2				10
3.50-3.99	17			2		1	20
4.00-4.49	26	1	1	6		2	36
4.50-5.00	<u>22</u>	<u>4</u>	<u>2</u>	<u>—</u>	<u>1</u>	<u>6</u>	<u>35</u>
TOTAL	78	6	5	12	1	9	111
Column Mean	3.9940	4.2472	4.0221	3.4945	not applicable	4.4198	

Very few departed supervisors fell into the fired, demoted, or retired categories. A series of tests for the difference in average acceptance scores for a new supervisor contingent on the fate of the predecessor were performed. There was no significant difference in the mean acceptance scores between any of the groups except when the episodes where the predecessor went to another firm were compared to those where the predecessor had retired.

It was felt that there might be a connection between successor origin and successor acceptability to the subordinates. If the new supervisor came from within the organization (either within the facility or another facility in the company) that individual would have

a better chance of getting favorable treatment from the subordinates than if he came from totally outside the organization. Subordinates would feel more at ease with someone who came from within the organization and was familiar with the existing culture and group norms. An outsider would not be privy to such knowledge and consequently might behave in a manner inconsistent with subordinate desires and expectations and therefore be less palatable to the group. Table Twenty-Eight shows that the nature of the sample provided little help investigating this possibility since almost 90% of the successors were insiders leaving too small a group of outside successors upon which to draw any conclusions. Also, the overall high rate of successor acceptance found in the study would make an insider/outsider dichotomy less meaningful. A series of tests for the difference in acceptance scores contingent on the origin of successor were performed with no significant differences found between the groups.

Table Twenty-Eight

SUCCESSOR ACCEPTABILITY TO SUBORDINATES AND SUCCESSOR ORIGIN

Successor Origin

	<u>Another Part of Facility</u>	<u>Another Facility of Organization</u>	<u>Outsider</u>	<u>TOTAL</u>
1.00-1.49	1			1
1.50-1.99				0
2.00-2.49	2		1	3
2.50-2.99	3	2	1	6
3.00-3.49	7	2	1	10
3.50-3.99	18	0	2	20
4.00-4.49	28	6	2	36
4.50-5.00	<u>25</u>	<u>4</u>	<u>6</u>	<u>35</u>
TOTAL	34	14	13	111
Column Mean	4.0117	3.9601	3.0107	

An attempt was made to see if an association existed between the origin of the successor and the level of satisfaction experienced by the work group. Would subordinates be more content in their jobs with someone promoted from within corporate ranks or someone from outside the existing organization structure? A high level of satisfaction might be associated with inside succession due to its reaffirmation of the normal succession process of promoting from within. As Grusky points out:

Succession can also improve morale in the organization and facilitate the proper socialization of bureaucratic personnel. By systematically making changes in top positions, organizations allow for upward mobility, thereby promoting the development of motives to succeed and produce for the system. (11, p. 111)

Though Grusky's comments refer to high level positions their applicability would also seem to be germane in exploring the effects of internal promotion at the supervisory level.

The presence of an outside successor might result in either high or low levels of subordinate satisfaction contingent on how the work group perceives the arrival of the new supervisor. If the predecessor was disliked by his subordinates and had been closely associated with the current management team, an outsider might be viewed as a welcome change of pace as yet relatively uninfluenced by the whims of higher management. However, an outsider would also have a negative impact on satisfaction levels due to uncertainties as to what his tenure will mean to the group in terms of the existing status quo. He could be perceived as a threat to the current state of affairs.

The results of the study were inconclusive concerning the issue of inside versus outside succession as a factor associated with the level of subordinate satisfaction.

Table Twenty-Nine

JOB SATISFACTION OF SUBORDINATES WITH INSIDE AND OUTSIDE SUCCESSORS

	Origin of Successor		
	<u>Inside Organization Framework</u>	<u>Outsider</u>	<u>TOTAL</u>
1.00-1.49			
1.50-1.99			
2.00-2.49	4		4
2.50-2.99	6	2	8
3.00-3.49	35	6	41
3.50-3.99	33	2	35
4.00-4.49	18	3	21
4.50-5.00	<u>2</u>	<u>0</u>	<u>2</u>
TOTAL	98	13	111
Column Mean	3.5233	3.4677	

As Table Twenty-Nine indicates, both inside and outside successors generally enjoyed relatively high levels of satisfaction. Only twelve of the 111 cases had satisfaction scores in the low satisfaction range. A test for the difference in satisfaction levels of the subordinates contingent on the origin of the successor was performed with no significant difference found between insiders and outsiders.

A similar analysis was also used to determine if there might be a link between subordinate frustration levels and the degree of congruency

between the predecessor and successor. It was initially thought that the greater the similarities between the predecessor and successor, the less would be the disruption forced on the work group and consequently low levels of frustration would be present when congruent predecessor/successor combinations were in evidence. Similarly, noncongruent match-ups would result in relatively high levels of group frustration. Table Thirty indicates that such is not the case.

Table Thirty

SUBORDINATE FRUSTRATION AND PREDECESSOR/SUCCESSOR
BEHAVIOR CONGRUENCY

Predecessor/Successor Behavior Congruency

	<u>Congruent on Three</u>	<u>Congruent on Two</u>	<u>Not Congruent on Three</u>	<u>Not Contruent on Two</u>	<u>TOTAL</u>
1.00-1.49	3	1	1	4	9
1.50-1.99	7	5	8	10	30
2.00-2.49	6	12	9	12	39
2.50-2.99	7	10	3	6	26
3.00-3.49	2	2	0	2	6
3.50-3.99					
4.00-4.49					
4.50-5.00	—	—	—	—	—
TOTAL	25	30	22	34	111
Column Mean	2.1212	2.2619	2.1961	2.0905	

Regardless of the extent to which predecessor/successor dyads were congruent or not congruent subordinate frustration levels remained generally low. A series of tests for the difference in frustration

levels of subordinates contingent on the level of predecessor/successor behavior congruency were performed with no significant differences found between the four groups.

Three other succession related subjects were investigated using correlation analysis. As Table Thirty-One indicates there is an association between subordinate respect for the new supervisor and the level of acceptance for that individual.

Table Thirty-One

SUCCESSOR ACCEPTABILITY TO SUBORDINATES AND SUBORDINATE RESPECTS
FOR THE SUCCESSOR

		Successor Respect								
		1.00- <u>1.49</u>	1.50- <u>1.99</u>	2.00- <u>2.49</u>	2.50- <u>2.99</u>	3.00- <u>3.49</u>	3.50- <u>3.99</u>	4.00- <u>4.49</u>	4.50- <u>5.00</u>	<u>TOTAL</u>
Acceptance of Successor	1.00-1.49	1								1
	1.50-1.99									0
	2.00-2.49		1	2						3
	2.50-2.99				3	3				6
	3.00-3.49		1	2	1	4	1	1		10
	3.50-3.99					6	5	5	4	20
	4.00-4.49					1	3	19	13	36
	4.50-5.00	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>2</u>	<u>1</u>	<u>10</u>	<u>22</u>	<u>35</u>
	TOTAL	1	2	4	4	16	10	35	39	111

The correlation between subordinate respect of the successor and subordinate acceptance of the successor was .8313 which is significant at the .001 level. It was initially felt that the level of respect and level of acceptance would move in the same direction and results bear

out this proposition. As can be seen from Table Thirty-One there is a heavy concentration of responses in the high respect/high acceptance area. This parallels findings reported earlier in this document that indicate an association between subordinate liking of the successor and a high acceptance level.

Another issue explored involved the probable association between the degree to which subordinates liked the predecessor and the amount of frustration felt by subordinates when working for the new supervisor. Robert Guest points out that:

. . . if the subordinates liked the predecessor, and liked the way he worked with them and the organization, they will be more anxious about a change. (10, p. 24)

If the old supervisor was well-liked by the group and if his successor poses a threat to group norms in terms of traditional ways of carrying out job assignments and providing needed resources and time commitments then group frustration may manifest itself under the new supervisor. Part of this liking predecessor/frustration under successor dilemma could be caused by the uncertainty felt by subordinates as they try to adjust from working under someone they knew and liked to someone that may not embrace the same policies that made the predecessor so desirable. It is this change in priorities and ways of doing things that can cause frustration for subordinates when the new supervisor takes over.

Table Thirty-Two indicates that in this particular study there was not a positive correlation between high subordinate liking of the predecessor and a high level of subordinate frustration under the successor.

Table Thirty-TwoSUBORDINATE LIKING OF PREDECESSOR AND SUBORDINATE
FRUSTRATION UNDER THE SUCCESSOR

	Subordinate Frustration								TOTAL
	<u>1.00- 1.49</u>	<u>1.50- 1.99</u>	<u>2.00- 2.49</u>	<u>2.50- 2.99</u>	<u>3.00- 3.49</u>	<u>3.50- 3.99</u>	<u>4.00- 4.49</u>	<u>4.50- 5.00</u>	
Subordinate Liking of Predecessor 1.00-1.49								1	1
1.50-1.99			1						1
2.00-2.49			1	1	1				3
2.50-2.99			3	1	1				5
3.00-3.49		1	3	4	2				10
3.50-3.99		3	4	13	1				21
4.00-4.49	4	20	17	6					47
4.50-5.00	<u>5</u>	<u>6</u>	<u>10</u>	<u>1</u>	<u>1</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>23</u>
TOTAL	9	30	39	26	6	0	0	1	111

The correlation coefficient between subordinate liking of the predecessor and subordinate frustration under the successor was $-.5410$ which is significant at the .001 level. In this study most groups were characterized as both liking the predecessor and having a low level of frustration when the new supervisor took over. This might be partially explained by the fact that only groups without a strong mandate for change on the part of the successor were included in the analysis.

Finally, an analysis was made to determine if the level of acceptance for successors would be associated with the level of frustration experienced by subordinates in groups where the predecessor was well liked and there was high predecessor/successor behavior congruency.

In other words, given the same levels of liking of the predecessor and predecessor/successor behavior congruence, a lower level of acceptance would be associated with subordinates who experience higher levels of frustration. No attempt was made to look at low liking/low congruence groups since so few episodes fell into that classification.

As Table Thirty-Three demonstrates, when both liking and congruence are high and the frustration level is low, acceptance of the successor is high which is to be expected. The correlation coefficient between subordinate frustration and acceptance of the successor is $-.4122$ which is significant at the $.001$ level.

Table Thirty-Three

SUBORDINATE ACCEPTANCE OF SUCCESSOR AND FRUSTRATION OF SUBORDINATES
FOR GROUPS CHARACTERIZED BY HIGH SUBORDINATE LIKING OF PREDECESSOR
AND HIGH PREDECESSOR/SUCCESSOR BEHAVIOR CONGRUENCY

		Subordinate Frustration								
		1.00- 1.49	1.50- 1.99	2.00- 2.49	2.50- 2.99	3.00- 3.49	3.50- 3.99	4.00- 4.49	4.50- 5.00	TOTAL
Acceptance of Successor	1.00-1.49									
	1.50-1.99									
	2.00-2.49									
	2.50-2.99			1	1					2
	3.00-3.49		1	1	3	2				7
	3.50-3.99		2	4	7					13
	4.00-4.49	1	4	9	3	2				19
	4.50-5.00	<u>3</u>	<u>5</u>	<u>3</u>	<u>3</u>	—	—	—	—	<u>14</u>
	TOTAL	4	12	18	17	4	0	0	0	55

Again, the importance of this finding is tempered by the fact that acceptance levels of the successors were generally high throughout the study.

The findings reported in this section might be affected by the high acceptance, satisfaction and respect levels found in most groups as well as the relatively low level of frustration experienced in the vast majority of the episodes. Such findings may not be typical of work groups in general but may be partially a function of the control variables used to select episodes for inclusion in the study. Yet, the data examined do shed additional light on the succession phenomenon not previously addressed in the discussion of Hypotheses 1-4.

The other issues, all related to the interaction between subordinate liking of the predecessor, predecessor/successor leadership behavior and subordinate acceptance of the new supervisor, were also explored. The first item involved the possibility that acceptance levels for successors might vary when the level of congruence in the groups was lowered while subordinate liking of the predecessor was held constant. In order to accomplish this, a test for the difference in acceptance scores between high like/congruent groups and high like/noncongruent groups was performed. The mean acceptance score for the 9 congruent episodes with liking scores of 4.00-5.00 was compared to the mean acceptance score of the 14 noncongruent groups with similar liking scores. There was no significant difference in the mean acceptance scores between the two groups. Similar results were obtained when liking was lowered to 4.00-4.49 which included 24 congruent and 23 noncongruent episodes and when liking was further lowered to 3.50-3.99 which included 14 congruent and 7 noncongruent episodes.

It was not possible to compare the results between the congruent and noncongruent groups when liking was lowered to 3.00-3.49 since only two groups fell within the noncongruent category. These results indicate no effect on successor acceptance when liking is held constant and predecessor/successor congruence is lowered.

A second issue along similar lines involved a comparison between acceptance levels for two groups: congruence with the highest level of liking and the same level of congruence with a lower level of liking. A test for the difference in acceptance scores between congruent/high like groups and congruent/medium-high like groups was performed. The mean acceptance score for the 33 congruent episodes with liking scores of 4.00-5.00 was compared to the mean acceptance scores of the 22 congruent medium-high like episodes (3.00-3.99). There was a significant T ratio between the groups indicating a possible connection between liking and level of acceptability within congruent groups. The congruent groups with a high liking score had a significantly greater acceptance level than their congruent/medium high liking counterparts.

Such was not the case when noncongruent groups with the highest level of liking were compared to noncongruent groups with a lower level of liking. There was no significant difference in the mean acceptance scores between the 37 noncongruent/high like groups and the 9 noncongruent/medium-high like groups. It might also be added that when all episodes are put together (congruent and noncongruent) and the level of liking is lowered there is no significant difference in the mean acceptance scores between the two groups.

A third topic involved acceptance levels when both congruence and liking were lowered. To generate this information, a test for the difference in acceptance scores between congruent/high like groups and noncongruent/medium-high like groups was performed. The mean acceptance score for the 33 congruent/high like groups was compared to the mean acceptance score of the 9 noncongruent/medium-high like groups. There was no significant difference in the mean acceptance scores between the two groups. In addition, no significant difference existed when the 22 congruent medium-high like episodes were compared to the 37 noncongruent/high like episodes.

As can be seen from the three topics just discussed, altering predecessor/successor congruency levels appears to have little bearing in determining whether or not a new supervisor is accepted by his subordinates. Subordinate liking only stood out as being significant in those situations where congruent groups were being analyzed and levels of liking were altered. In the aggregate, it appears that predecessor/successor congruency and subordinate liking of the predecessor have little to do with the acceptance level of the successor in his work group.

CHAPTER VI CONCLUSIONS

The results of the analysis as they relate to Hypotheses One and Two merit additional attention. Possible explanations for the hypotheses substantiation or rejection need to be explored. It was felt that supervisors who behave in a manner similar to that of a well-liked predecessor would be more readily accepted by the work group than supervisors who behave in a fashion dissimilar to that of a well-liked predecessor. While congruent predecessor/successor match-ups in which the predecessor was well-liked had high levels of successor acceptability to subordinates, the same is true of episodes where predecessor/successor behavior was noncongruent. Table Six bears out these findings. Possible explanations for this state of affairs need to be examined in regard to why both congruent and noncongruent successors enjoyed such high acceptance levels in situations where the predecessor was well-liked by the work group.

Congruent successors might profit from a carry-over effect from predecessor to successor such that the subordinates feel at ease with someone who exemplifies the qualities of the supervisor who has recently departed. There might be some benefit to the new supervisor that derives from his perceived familiarity to the group in terms of his leadership behavior. In situations where the successor is perceived as noncongruent with the predecessor, acceptance levels remain

high possibly indicating subordinate optimism that everything will work out for the best and there is no need to be concerned just because the new supervisor does not behave like the old one. Data do not substantiate the original expectation that successors who behave in a fashion incongruent with a well-liked predecessor will be less well accepted by their subordinates than their congruent counterparts due to the fact that only one episode met the aforementioned criteria (Table Five).

Of the 111 episodes analyzed in this study, 98 fell into the high predecessor liking/high successor acceptance category and only three groups were found in the high predecessor liking/low acceptance cells (Tables Four and Five). In most cases, predecessors were well-liked and successors were accepted regardless of the congruency level between predecessor and successor. This implies the possibility that subordinates tend to accept new supervisors during their first few weeks on the job and the issue is just that simple. The results of this study do nothing to refute this view since in 99 of the 111 groups studied, new supervisors were found acceptable to their work groups.

The above finding provides a possible limitation to the study as it was conducted. If subordinates overwhelmingly accept their new supervisor during the first six weeks of his tenure then possibly that is not an adequate time frame for discord or a deterioration of harmony to manifest itself in such groups. Maybe there is a longer "honeymoon" effect than initially expected between subordinates and supervisor and problems will only emerge after a lengthier period of time has passed. Future research should focus in on this time frame

issue in terms of how long subordinates are willing to accept their new supervisor with few, if any, reservations. In spite of the results of the pilot study, it may take more time than initially thought for subordinates to become disenchanted with their supervisor for a variety of reasons. However, this limitation was not germane to the current study since, as stated in the Introduction, succession is primarily concerned with what transpires as soon as a successor takes over from his predecessor and not what happens six months or a year later. The stated purpose of this project was to explore the succession phenomenon and this emphasis should not detract from the validity of the results derived.

The entire congruency issue shed little light on any possible connection between leadership behavior and successor acceptability to the work group. As Table Twenty indicates, the congruency measures used in this study do not appear to sufficiently reflect those behaviors which are crucial in determining whether or not a new supervisor will be acceptable to the work group. Of the six predictors found in the stepwise regression, only four were in the three dimensions used to determine predecessor/successor behavior congruency. Consequently, the technique used to measure congruent/noncongruent behavior in this study does not provide a meaningful guide concerning the association between this issue and successor acceptability to the work group. However, this does not mean that congruency per se is unrelated to acceptance but rather there appears to be little association between the two as measured in this study.

As was discussed in the previous chapter, the results of the data analysis provide no support for the anticipated outcome of Hypothesis Two. In this study, of the 111 groups tested there were none in which the predecessor/successor combination was congruent, the predecessor was disliked by the group and the successor had a low acceptance from the work group (Table Seven). There were only seven episodes where the predecessor/successor match-up was noncongruent, the predecessor was disliked by the group and the successor had a low level of acceptance from the work group (Table Seven). These results could be due to the fact that the groups involved simply did not meet these criteria or to some factor the study did not anticipate being present. It is conceivable that a successor would not want to behave in a similar manner to an individual who was disliked by his subordinates and thus no successors would mimic a disliked predecessor. This is merely a speculation based on a sample of ten cases that might be investigated since of the 111 episodes studied only ten had unpopular predecessors and in none of these did successors behave in a manner congruent with that of the predecessor.

The results of the analysis demonstrated generally high liking scores for predecessors throughout the analysis. A possible explanation for a high liking score might be that once a supervisor has departed, subordinates tend to overlook his faults and decide that, now that he is gone, the "old" supervisor wasn't so bad after all and they really did sort of like him.

There is information in Table Seven that suggests a particular bias on the part of subordinates towards their supervisor. For

noncongruent groups where the predecessor was not liked, only one of ten successors was readily accepted by the work group with seven falling into the not accepted category. This is interesting when one considers that, of the 111 total episodes studied, only ten even fall into the low acceptance area and seven of these are bunched together. It may be that when subordinates hold negative cognitions about the predecessor these thoughts carry over and affect the new supervisor. When the previous supervisor was disliked it may be that those feelings create a negative perception of the position regardless of the incumbent. In other words, if the subordinates did not like the predecessor then they are not about to accept the successor due to their negative predisposition towards that position. It is possible that there might be a negative halo effect operating in this regard.

It is also possible that timing is a factor in this type of situation. Subsequent research might attempt to discern a change in subordinate willingness to accept the successor of a disliked predecessor over a lengthier period of time. However, as stated earlier, it is worth noting that all the low liking episodes were found among the noncongruent predecessor/successor combinations (Table Seven). These are considerations that warrant further study with adequate sample sizes in subsequent research.

It is important to note that one of the control variables may have had an impact on the study. It would seem quite plausible that the fact that there were no groups included in which management intended to significantly alter the work group might have been instrumental in high liking/high acceptance response ratio on the part of subordinates concerning their past and current supervisors.

It is possible to conceptualize that if a mandate for change had been in existence that subordinates might have perceived a non-congruent successor coming into replace a well-liked predecessor with a resulting low acceptance of the successor. Subordinates might have been less likely to accept the new supervisor if they felt unwanted change was coming. Consequently, the fact that there was little or no mandate for change in the groups examined may have had a moderating effect on the association between change and successor acceptability to the group.

Valuable information did present itself when an attempt was made to cross-validate each of the randomly generated groups taken from the population of 559 respondents. The multiple correlation coefficients were high when using stepwise regression on an individual basis to determine the association between leader behavior and successor acceptance to the work group (Table Twenty-One) and again when using all items in the questionnaire (except questions 45, 46, 47) with successor acceptance (Table Twenty-Two). These data support the value of the overall model in terms of specifying those types of supervisory behavior that lead to acceptance by subordinates.

The replication of questions 13, 24 and 34 in the split samples in Table Twenty-One and the replication of questions 2, 13, 34 and 51 in Table Twenty-Two indicate considerable cross-validation between the randomly generated groups of 280 and 279 respondents respectively. After using the significant leader-behavior variables in one sample as independent variables in the second sample, questions 13, 24 and 34 explain approximately 61% of the variation in acceptance scores.

Using all of the questionnaire items (except 47) in a similar manner results in questions 2, 13, 34 and 51 explain 67% of the variation in acceptance scores. The high multiple correlation figures indicate that the variables that remained in the model, after the imposition of the 5% criterion to enter and stay, account for a large percentage of the variance in the model in terms of those questions which are most important in explaining the acceptance behavior of subordinates. One of the most important results of this investigation would be the pinpointing of those types of behavior displayed by new supervisors that seem to explain why they are accepted by those they supervise.

In conclusion, it would seem that the primary thrust of future research efforts should be directed at investigating further the reasons why specific leader behavior questions had a strong association with the acceptance level of the new supervisor. As mentioned earlier, the seeming importance of question 34 to subordinates in terms of successor acceptance merits specific attention, especially since it did not appear in any of the leadership dimensions resulting from the factor analysis. Possible causes of this result are certainly worth investigating. Certainly, the data gathered in this study lead one to new questions and new paths to explore concerning the overall topic of supervisory succession and its impact on work groups.

BIBLIOGRAPHY

1. Carlson, Richard O. Executive Succession and Organization Change. Chicago, IL: Midwest Administrative Center, University of Chicago, 1962.
2. _____. School of Superintendents: Careers and Performance. Columbus, OH: Chas. E. Merrill, 1972.
3. Davis, Keith. Human Behavior at Work. 4th Edition. Hightown, NJ: McGraw-Hill, 1972.
4. Fiedler, Fred E. and Martin M. Chemers. Leadership and Effective Management. Glenview, IL: Scott-Forsman, 1974.
5. Fox, William M. An Analysis of Military Leadership in a Realistic Field Setting. Technical Report 70-6. Organizational Effectiveness Research Programs, Office of Naval Research Code 452. Arlington, VA 22217, September, 1975.
6. _____. Identifying and Developing Leadership Aspects of Effective Management in Team-Oriented Task Groups. Technical Report 70-4. Organizational Effectiveness Research Programs, Office of Naval Research Code 452. Arlington, VA 22217, March, 1974.
7. _____. The Management Process. Homewood, IL: Richard D. Irwin, 1963.
8. Gamson, William A., and Normal A. Scotch. "Scapegoating in Baseball," American Journal of Sociology, Vol. 70 (July, 1964), 69-72.
9. Gouldner, Alvin W. Patterns of Industrial Bureaucracy. Glencoe, IL: The Free Press, 1954.
10. _____. "Taking Over," Trans-Action, Vol. 1, No. 3 (March, 1964), 23-27.
11. Grusky, Oscar. "Administrative Succession in Formal Organization," Social Forces, Vol. 39 (December, 1960), 105-115.
12. _____. "Managerial Succession and Organizational Effectiveness," American Journal of Sociology, Vol. 69 (July, 1963), 21-23.

13. Guest, Robert H. Organizational Change: The Effect of Successful Leadership. Homewood, IL: Richard D. Irwin, Inc., 1962.
14. Hollander, Edwin P. "Processes of Leadership Emergence," Journal of Contemporary Business, Vol. 3, No. 4 (Autum 1974), 19-33.
15. Hunt, James G. and Lars L. Larson, eds. Contingency Approaches to Leadership. Carbondale, IL: Southern Illinois University Press, 1974.
16. Indik, Bernard, Stanley E. Seashore, and Jonathan Slesinger. "Demographic Correlates of Psychological Strain," Journal of Abnormal and Social Psychology, Vol. 69, No. 1 (1964), 26-38.
17. Levenson, Bernard. "Bureaucratic Succession," Complex Organizations: A Sociological Reader. Edited by Amital Etzioni. New York, NY: Holt, Rinehart and Winston, 1961.
18. Reitz, H. Joseph. "Managerial Attitudes and Perceived Contingencies Between Performance and Organizational Response," Academy of Management, Atlanta, GA: (August 1971), 227-238.
19. Scott, William E., Jr. "The Development of Semantic Differential Scales as Measures of 'Morale'," Personnel Psychology, Vol. 20, No. 2 (1967), 179-198.
20. Stogdill, Ralph M. and Alvin E. Coons, eds. Leader Behavior: Its Description and Measurement. The Bureau of Business Research. Columbus, OH: The Ohio State University, 1957.
21. Zald, Mayer N. "Who Shall Rule? A Political Analysis of Succession in a Larger Welfare Organization," Pacific Sociological Review, Vol. 8 (1965) 52-60.

SUPPLEMENTAL BIBLIOGRAPHY

- "An Apprentice President Makes the Grade," Business Week, No. 2142 (September 19, 1970), 60, 65.
- "Autos: New Model Chrysler," Newsweek. Vol. 86, No. 3 (July 21, 1975), 55-56.
- Baars, Arthur W. "A Preliminary Analysis of Strategy in Executive Succession." Ph.D. Dissertation, University of Southern California, 1973.
- Baehr, Melany E. and Richard Renck. "The Definition and Measurement of Employee Morale," Administrative Science Quarterly, Vol. 3, No. 2 (September 1958), 157-117.
- Beall, Harold Addison. "Administrative Succession: A Study of Role Acquisition and Maintenance." Ed.D. Dissertation, University of Oregon, 1962.
- Behling, Orlando and Chester Schriesheim. Organizational Behavior-- Theory, Research, and Application. Rockleigh, NJ: Allyn and Bacon, Inc., 1976.
- "Big Steel Shuffles from the Inside," Business Week. No. 2257 (December 2, 1972), 24.
- Bonner, R. E. "On Some Clustering Techniques," IBM Journal. (January, 1964), 2-32.
- Brown, Michael Craig. "Bureaucratic Dynamics: Leadership Succession and Change in the Working Organization." Ph.D. Dissertation, Cornell University, 1976.
- "Can Frank Borman Make Eastern Take-Off?" Business Week. No. 241 (December 22, 1975), 40-44.
- Carlson, Richard O. "Succession and Performance Among School Superintendents," Administrative Sciences Quarterly. Vol. 6 (September 1961), 210-226.

- Cherrington, David J., H. Joseph Reitz, and William E. Scott, Jr. "Effects of Contingent and Noncontingent Reward on the Relationship Between Satisfaction and Task Performance," Journal of Applied Psychology, Vol. 55, No. 6 (December 1971), 531-536.
- Cooper, W. W., H. H. Leavitt, and M. W. Shelly, II. eds. New Perspectives in Organization Research. New York, NY: John Wiley and Sons, 1964.
- Cronbach, Lee J., and Lita Furby. "How Should We Measure 'Change'-- or Should We?" Psychological Bulletin. Vol. 74, No. 1 (July, 1970), 68-80.
- DuBrin, Andrew J. Fundamentals of Organizational Behavior--An Applied Perspective. Elmsford, NY: Pergamon Press, Inc., 1974.
- Fiedler, Fred E. A Theory of Leadership Effectiveness. Highstown, NJ: McGraw-Hill, 1967.
- Garner, Warren Kenneth. "Leader Behavior Following Executive Succession in Selected California School Districts." Ph.D. Dissertation, Claremont Graduate School and University Center, 1969.
- Gordon, Gerald and Selwin Becker. "Organizational Size and Managerial Succession: A Reexamination," American Journal of Sociology, Vol. 70 (1964), 215-223.
- Grusky, Oscar. "Corporate Size, Bureaucratization and Managerial Succession," American Journal of Sociology, Vol. 67 (1961), 263-269.
- _____. "Succession with an Ally," Administrative Science Quarterly, Vol. 14 (June, 1969), 155-170.
- Guest, Robert H. "Managerial Succession in Complex Organizations," American Journal of Sociology, Vol. 68 (1962-1963), 47-54.
- Guertin, Wilson H., and John P. Bailey, Jr. Introduction to Modern Factor Analysis. Ann Arbor, MI: Edwards Brothers, Inc., 1970.
- Hall, Richard H. Organizations--Structure and Process. Englewood Cliffs, NJ: Prentice-Hall, 1972.
- Helmich, Donald L. "Corporate Succession: An Examination," Academy of Management Journal, Vol. 18, No. 3 (September 1975), 429,441.
- Helmich, Donald L. and Warren B. Brown. "Successor Type and Organizational Change in the Corporate Enterprise," Administrative Science Quarterly, Vol. 17 (1972), 371-381.
- Hemphill, John K. Situational Factors in Leadership. The Bureau of Education Research. Columbus, OH: The Ohio State University, 1948.

- Herbert, Theodore T. Dimensions of Organizational Behavior.
New York, NY: MacMillan, 1976.
- Hersey, Paul and Kenneth H. Blanchard. Management of Organization Behavior, 2nd Edition, Englewood Cliffs, NJ: Prentice-Hall, 1972.
- Holland, J. L. Making Vocational Choices: A Theory of Careers.
Englewood Cliffs, NJ: Prentice-Hall, 1973.
- _____. Manual for Vocational Preference Inventory, Palo Alto, CA:
Consulting Psychologists Press, 1965.
- Huneryager, S. G. and I. L. Heckman. Human Relations in Management.
2nd edition. Cincinnati, OH: Southwestern Publishing Company,
1967.
- Jacobs, T. O. Leadership and Exchange in Formal Organizations.
Human Resources Research Organization, 1970.
- Jay, Antony. Management and Machiavelli. New York, NY: Holt,
Rinehart and Winston, 1968.
- Jennings, Eugene Emerson. The Mobile Manager: A Study of the New
Generation of Top Executives. Highstown, NJ: McGraw-Hill, 1967.
- Kahn, Robert L. and others. Organizational Stress: Studies in Role
Conflict and Ambiguity. New York, NY: John Wiley and Sons, 1964.
- Kerle, Robert H. and Hilton M. Bielek. "The Construction, Validation
and Application of a Subjective Stress Scale," U.S. Army Leader-
ship Human Research Unit, Presidu of Monterey, California,
(February, 1958), 1-39.
- Knedlik, Stanley M. "The Effect of Administrative Succession Pattern
Upon Education Innovation in Selected Secondary Schools."
Ed.D. Dissertation, New York University, 1967.
- Kossen, Stan. The Human Side of Organizations. San Francisco, CA:
Canfield Press, 1975.
- Kotin, Joel and Myron R. Sharaf. "Management Succession and Administra-
tive Style," Psychiatry, Vol. 30 (1967), 237-248.
- Likert, Renisis. "Organizational Improvement and Human Resources
Accounting," paper presented at American Psychological Association
Meeting, Montreal, August, 1973, 1-10.
- _____. New Patterns of Management. Highstown, NJ: McGraw-Hill,
1961.
- Likert, Rensis, David Bowers, and Robert M. Norman. "How to Increase
a Firm's Lead Time in Recognizing and Dealing with Problems of
Managing its Human Organization," Michigan Business Review,
Vol. 11, No. 1 (January 1969), 12-17.

- Machiavelli, Niccolo. The Prince. Translated by T. G. Bergin. Englewood Cliffs, NJ: Appletton-Centry-Crofts, 1947.
- Marrow, A. J., D. G. Bowers, and S. E. Seashore. Management by Participation: Creating a Climate for Personal and Organizational Development. New York, NY: Harper and Row, 1967.
- "Morality Play-Gulf Officers' Ouster Was Boldly Engineered by Mellon Interests," Wall Street Journal, Vol. 56, No. 65 (January 15, 1976) 1, 14.
- "New Spur for a Sluggish Giant," Business Week. No. 2372 (March 17, 1975), 50-54.
- Press, S. James. Applied Multivariate Analysis. New York, NY: Holt, Rinehart and Winston, Inc., 1972.
- Rather, Dan and Gary Paul Gates. The Palace Guard. New York, NY: Harper and Row, 1974.
- Reitz, H. Joseph. Behavior in Organizations. Homewood, IL: Richard D. Irwin, 1977.
- Reeves, Elton T. The Dynamics of Group Behavior. American Management Association, 1970.
- Rummel, J. Francis and Wesley C. Ballaine. Research Methodology in Business, New York, NY: Harper and Row, 1953.
- Sawrey, William L., Leo Keller and John J. Conger. "An Objective Method of Grouping Profiles by Distance Functions and Its Relations to Factor Analysis," Educational and Psychological Movement. Vol. 20, No. 4, (1960), 651-673.
- Seashore, Stanley E. and David G. Bowers. Changing Structures and Functioning of the Organization. Ann Arbor, MI: University of Michigan, 1963.
- Stogdill, Ralph M. Handbook of Leadership. New York, NY: The Free Press, 1974.
- _____. Managers, Employees, Organizations. Bureau of Business Research Monograph No. 125. Columbus, OH: The Ohio State University, 1957.
- Taylor, James C. and David G. Bowers. Survey of Organizations. Institute for Social Research. Ann Arbor, MI: The Univesrity of Michigan, 1972.
- Thiemann, Francis Clement. "A Partial Theory of Executive Succession," Ph.D. Dissertation, University of Oregon, 1968.

Toffler, Alvin. Future Shock. Random House, 1970.

Ward, J. H., and M. E. Hook. "Application of an Hierarchial Grouping Procedure to a Problem of Grouping Profiles," Educational and Psychological Measurement, Vol. 23, No. 1 (1963), 69-81.

Zander, Alvin, "Resistance to Change--Its Analysis and Prevention," Advanced Management, Vol. 15, No. 1 (January 1950), 9-11.

APPENDIX A

SUPERVISORY SUCCESSION QUESTIONNAIRE

This questionnaire is part of a study to examine what happens to work groups when a new supervisor (successor) arrives on the scene to replace the previous supervisor (predecessor). The aim is to use the information compiled in the study to make your total work experience more satisfying and beneficial to you. In order that this study accomplish its objective, it is necessary that you answer each question as thoughtfully and candidly as possible. This is not a test and there are no right or wrong answers.

To insure Complete Confidentiality, please do not write your name anywhere on this questionnaire.

Description of Previous Supervisor

Each item describes a specific kind of behavior, but does not ask you to judge whether the behavior is desirable or undesirable. Each item should be considered as a separate description. This is not a test of ability or consistency in making answers. Its only purpose is to make it possible for you to describe, as accurately as you can, the behavior of your previous supervisor while serving in leadership positions only and not at other times you may have observed his behavior.

DIRECTIONS:

1. Read each item carefully.
2. Think about how frequently your previous supervisor engaged in the behavior described by the item.
3. Decide whether your previous supervisor A always, B often, C occasionally, D seldom or E never acted as described by the item. An X answer is provided for certain questions you may have no basis for answering.
4. Draw a circle around one of the five letters (A B C D E) following the item to show the answer you have selected. A = always, B = often, C = occasionally, D = seldom, E = never, X = no basis for answer (use this option only where indicated).
5. Mark your answers as shown in the example below. Be sure to use a circle.

Example: He treated his workers fairly.

A B C D E

1. He made pep talks to stimulate the group. A B C D E
2. He let group members know what was expected of them. A B C D E
3. He was hesitant about getting things started in the group. A B C D E
4. He was friendly and approachable. A B C D E
5. He would personally pay a compliment to a group member who did outstanding work. A B C D E
6. He emphasized being to work on time. A B C D E
7. He failed to take necessary action. A B C D E
8. He did little things to make it pleasant to be a member of the group. A B C D E

- | | |
|---|--|
| 9. He would try and see that a group member got promoted if his work was better than others who were equally qualified. | A B C D E X
(no basis) |
| 10. He kept the group working together. | A B C D E |
| 11. He tried out his ideas in the group. | A B C D E |
| 12. He encouraged group members to act on their own. | A B C D E |
| 13. He put suggestions made by the group into operation. | A B C D E X
(no suggestions were given him) |
| 14. He needled members for greater effort. | A B C D E |
| 15. He let some members take advantage of him. | A B C D E |
| 16. He treated all group members as his equal. | A B C D E |
| 17. He settled conflicts when they occurred in the group. | A B C D E X
(no conflicts occurred) |
| 18. He decided what would be done and how it would be done. | A B C D E |
| 19. He was leader of the group in name only. | A B C D E |
| 20. He would reprimand a group member if his work was consistently below acceptable standards. | A B C D E |
| 21. He gave advance notice of changes. | A B C D E X
(no changes) |
| 22. He pushed for increased efficiency. | A B C D E |
| 23. He misused his authority. | A B C D E |
| 24. He handled complex problems efficiently. | A B C D E X
(no basis) |
| 25. He backed down when he should have stood firm. | A B C D E X
(opportunity did not occur) |
| 26. He got his superiors to act for the welfare of the group members. | A B C D E X
(no basis) |

- | | | |
|-----|--|---|
| 27. | He made sure that his part in the group was understood by group members. | A B C D E |
| 28. | He was reluctant to allow the members any freedom of action. | A B C D E |
| 29. | He would show a great deal of interest in group members who suggested new and better ways of doing things. | A B C D E X
(no suggestions were made) |
| 30. | He believed rules should be strictly enforced. | A B C D E |
| 31. | He let some members have authority he should have kept. | A B C D E |
| 32. | He looked out for the personal welfare of group members. | A B C D E X
(no basis) |
| 33. | He saw to it that the work of the group was coordinated. | A B C D E |
| 34. | He took full charge when emergencies arose. | A B C D E X
(no emergencies) |
| 35. | He was willing to make changes. | A B C D E X
(no basis) |
| 36. | He drove hard when there was a job to be done. | A B C D E |
| 37. | He could reduce a madhouse to system and order. | A B C D E |
| 38. | He trusted the members to exercise good judgment. | A B C D E |
| 39. | He lent a sympathetic ear when a group member had a complaint. | A B C D E |
| 40. | He anticipated problems and planned for them. | A B C D E |
| 41. | He could inspire enthusiasm for a project. | A B C D E |
| 42. | He felt closer to management than he did to us. | A B C D E |
| 43. | He enforced time limitations on rest periods (breaks). | A B C D E |
| 44. | He did all he could to help a group member having problems in his work. | A B C D E |

Decide whether the following statements are true: (A) to a very great extent, (B) to a great extent, (C) to some extent, (D) to a little extent, (E) to a very little extent.

Circle the appropriate response.

45. My previous supervisor accomplished what needed to be done. A B C D E
46. I accepted my previous supervisor as the leader of my work group. A B C D E
47. I respected my previous supervisor. A B C D E
48. My previous supervisor was fair in his treatment of his workers. A B C D E
49. My previous supervisor was unreasonable. A B C D E
50. My previous supervisor was unpleasant. A B C D E
51. My previous supervisor was thoughtful. A B C D E
52. My previous supervisor was disagreeable. A B C D E

Name of Previous Supervisor _____.

APPENDIX B

SUPERVISORY SUCCESSION QUESTIONNAIRE

This questionnaire is part of a study to examine what happens in work groups when a new supervisor (successor) arrives on the scene to replace the previous supervisor (predecessor). The aim is to use the information compiled in the study to make your total work experience more satisfying and beneficial to you. In order that this study accomplish its objective, it is necessary that you answer each question as thoughtfully and candidly as possible. This is not a test and there are no right or wrong answers.

To insure Complete Confidentiality, please do not write your name anywhere on this questionnaire.

Description of Current Supervisor

Each item describes a specific kind of behavior, but does not ask you to judge whether the behavior is desirable or undesirable. Each item should be considered as a separate description. This is not a test of ability or consistency in making answers. Its only purpose is to make it possible for you to describe, as accurately as you can, the behavior of your current supervisor while serving in leadership positions only and not at other times you may have observed his behavior.

DIRECTIONS

1. Read each item carefully.
2. Think about how frequently your supervisor engages in the behavior described by the item.
3. Decide whether your supervisor A always, B often, C occasionally, D seldom or E never acts as described by the item. An X answer is provided for certain questions you may have no basis for answering.
4. Draw a circle around one of the five letters (A B C D E) following the item to show the answer you have selected. A = always, B = often, C = occasionally, D = seldom, E = never, X = no basis for answer (use this option only where indicated).
5. Mark your answers as shown in the example below. Be sure to use a circle.

Example: He treats his workers fairly.

A B C D E

1. He makes pep talks to stimulate the group. A B C D E
2. He lets group members know what is expected of them. A B C D E
3. He is hesitant about getting things started in the group. A B C D E
4. He is friendly and approachable. A B C D E
5. He will personally pay a compliment to a group member who does outstanding work. A B C D E
6. He emphasizes being to work on time. A B C D E
7. He fails to take necessary action. A B C D E
8. He does little things to make it pleasant to be a member of the group. A B C D E

- | | | |
|-----|--|--|
| 9. | He will try and see that a group member gets promoted if his work is better than others who are equally qualified. | A B C D E X
(no basis) |
| 10. | He keeps the group working together. | A B C D E |
| 11. | He tries out his ideas in the group. | A B C D E |
| 12. | He encourages group members to act on their on. | A B C D E |
| 13. | He puts suggestions made by the group into operation. | A B C D E X
(no suggestions were given him) |
| 14. | He needles members for greater effort. | A B C D E |
| 15. | He lets some members take advantage of him. | A B C D E |
| 16. | He treats all group members as his equal. | A B C D E |
| 17. | He settles conflicts when they occur in the group. | A B C D E X
(no conflicts occurred) |
| 18. | He decides what will be done and how it will be done. | A B C D E |
| 19. | He is leader of the group in name only. | A B C D E |
| 20. | He will reprimand a group member if his work is consistently below acceptable standards. | A B C D E |
| 21. | He gives advance notice of changes. | A B C D E |
| 22. | He pushes for increased efficiency. | A B C D E |
| 23. | He misuses his authority. | A B C D E |
| 24. | He handles complex problems efficiently. | A B C D E X
(no basis) |
| 25. | He backs down when he ought to stand firm. | A B C D E X
(opportunity didn't occur) |
| 26. | He gets his superiors to act for the welfare of the group members. | A B C D E X
(no basis) |
| 27. | He makes sure that his part in the group is understood by group members. | A B C D E |

28. He is reluctant to allow the members any freedom of action. A B C D E
29. He will show a great deal of interest in group members who suggest new and better ways of doing things. A B C D E X
(no suggestions made)
30. He believes rules should be strictly enforced. A B C D E
31. He lets some members have authority he should keep. A B C D E
32. He looks out for the personal welfare of group members. A B C D E
(no basis)
33. He sees to it that the work of the group is coordinated. A B C D E
34. He takes full charge when emergencies arise. A B C D E X
(no emergencies)
35. He is willing to make changes. A B C D E X
(no basis)
36. He drives hard when there is job to be done. A B C D E
37. He can reduce a madhouse to system and order. A B C D E X
(no basis)
38. He trusts the members to exercise good judgment. A B C D E
39. He lends a sympathetic ear when a group member has a complaint. A B C D E
40. He anticipates problems and plans for them. A B C D E
41. He can inspire enthusiasm for a project. A B C D E
42. He feels he is closer to management than he is to us. A B C D E
43. He enforces time limitations on rest periods (breaks). A B C D E
44. He does all he can to help a group member having problems in his work. A B C D E

Decide whether the following statements are true: (A) to a very great extent, (B) to a great extent, (C) to some extent, (D) to a little extent, (E) to a very little extent.

Circle the appropriate answer.

- | | |
|---|-----------|
| 45. My supervisor accomplishes what needs to be done. | A B C D E |
| 46. I accept my supervisor as the leader of my work group. | A B C D E |
| 47. I respect my supervisor. | A B C D E |
| 48. My supervisor is fair in his treatment of his workers. | A B C D E |
| 49. My supervisor is unreasonable. | A B C D E |
| 50. My supervisor is unpleasant. | A B C D E |
| 51. My supervisor is thoughtful. | A B C D E |
| 52. My supervisor is disagreeable. | A B C D E |
| 53. I feel I am appreciated at work. | A B C D E |
| 54. My work is useful to the overall operation of the organization. | A B C D E |
| 55. I have too little authority to carry out responsibilities assigned to me. | A B C D E |
| 56. My opportunities for advancement are reasonable. | A B C D E |
| 57. At the present time, I am unclear on just what the responsibilities of my job are. | A B C D E |
| 58. Company benefits are inadequate. | A B C D E |
| 59. My pay is reasonable for the work I do. | A B C D E |
| 60. I feel that I have too heavy a work load, one that I cannot possibly finish during the normal work day. | A B C D E |
| 61. My pay is reasonable in comparison with what others get for similar work within the company. | A B C D E |

62. My fellow workers are unsociable. A B C D E
63. I am not sure what my supervisor thinks of me or how he evaluates my performance. A B C D E
64. My fellow workers are cooperative. A B C D E
65. My job is interesting. A B C D E
66. I have difficulty getting the information needed to carry out my job properly. A B C D E
67. My working conditions are pleasant. A B C D E
68. At the time your current supervisor took over there was a need for major and sweeping change in your department. A B C D E
69. Problems which arise on my job can generally be solved by using standard procedures. A B C D E
70. I can generally perform my job using standardized methods. A B C D E
71. Problems which I encounter in my job can generally be solved in a number of different ways. A B C D E
72. The various tasks I perform in a typical work day are quite similar A B C D E
73. My job duties are for the most part repetitious. A B C D E
74. The tasks of some individuals are more "structured" than others: the goals are clearer, the methods to be used are more understood, and the problems are more repetitive and less unique, for example. Would you please rate what you feel is the degree of "structure" of your job by circling the best response. A B C D E
- My job is highly unstructured. A B C D E My job is highly structured.

Please check the appropriate response.

75. Why did your previous boss leave?

- Transferred.
- Fired.
- Demoted.
- Found a job with another firm.
- Died.
- Retired.

76. Was your current boss:

- previously working in another part of the plant.
- brought in from one of the firm's other plants.
- hired away from some other firm.

Name of current supervisor _____.

APPENDIX C

MANAGEMENT QUESTIONNAIRE

In answering the questions below, it is important to note that numbers 1-5 and number 14 deal with workers at the operation level. Questions 6-13 concern the immediate supervisor (foreman) of the workers performing tasks at the operative level.

Decide whether the following statements are true: (A) to a very great extent, (B) to a great extent, (C) to some extent, (D) to a little extent, (E) to a very little extent. Please circle the appropriate response.

1. Problems facing workers on the job can generally be solved using standard procedures. A B C D E
2. Workers can generally perform their job using standardized methods. A B C D E
3. Problems which face workers on the job can generally be solved in a number of different ways. A B C D E
4. The various tasks workers perform in a typical work day are quite similar. A B C D E
5. Worker job duties are for the most part repetitious. A B C D E
6. It is an important part of the supervisor's job to motivate his subordinates. A B C D E
7. It is the supervisor's duty to supervise and evaluate subordinate jobs. A B C D E
8. The supervisor has a free hand in punishing and rewarding subordinates. A B C D E
9. The supervisor's special knowledge allows him to decide how subordinates are to proceed on their jobs. A B C D E

10. It is an important part of the supervisor's job to evaluate subordinate performance. A B C D E
11. The supervisor has a free hand in the promotion and demotion of subordinates. A B C D E
12. The supervisor has a great deal of knowledge of the jobs that are performed under him but requires his subordinates to do them. A B C D E
13. At the time the new supervisor took over, he was expected to initiate major and sweeping change in his department. A B C D E
14. The tasks of some individuals are more "structured" than others: the goals are clearer, the methods to be used are more understood, and the problems are more repetitive and less unique, for example. Would you please rate what you feel is the degree of "structure" in the jobs performed by workers in your work area by circling the best response.

Their jobs are highly
structured.

A B C D E

Their jobs are highly
unstructured.

APPENDIX D

SUPERVISORY SUCCESSION EPISODE INFORMATION FILE

<u>Episode No.</u>	<u>Occupation</u>	<u>No. of Subordinates</u>	<u>Organization No.</u>
1	Clerk	3	1
2	Clerk	3	2
3	Clerk	3	1
4	Production Worker	3	3
5	Production Worker	5	3
6	Production Worker	7	3
7	Production Worker	6	3
8	Production Worker	4	3
9	Production Worker	10	3
10	Production Worker	11	3
11	Production Worker	10	3
12	Production Worker	3	4
13	Production Worker	8	4
14	Clerk	4	4
15	Production Worker	10	5
16	Production Worker	10	5
17	Production Worker	10	5
18	Production Worker	3	4
19	Clerk	4	4

<u>Episode No.</u>	<u>Occupation</u>	<u>No. of Subordinates</u>	<u>Organization No.</u>
20	Clerk	2	6
21	Production Worker	5	5
22	Clerk	4	7
23	Clerk	3	7
24	Production Worker	2	8
25	Clerk	15	6
26	Clerk	9	6
27	Clerk	3	6
28	Clerk	4	9
29	Production Worker	5	10
30	Clerk	4	11
31	Warehouse Expediter	4	11
32	Lab Technician	4	11
33	Lab Technician	3	9
34	Warehouse Expediter	3	11
35	Clerk	2	9
36	Production Worker	2	11
37	Production Worker	3	11
38	Warehouse Expediter	5	11
39	Time/Study Employee	5	11
39	Time/Study Employee	7	11
40	Time/Study Employee	7	11
41	Time/Study Employee	6	11
42	Production Worker	2	11
43	Clerk	2	11
44	Clerk	5	11

<u>Episode No.</u>	<u>Occupation</u>	<u>No. of Subordinates</u>	<u>Organization No.</u>
45	Clerk	4	11
46	Cost Analyst	2	11
47	Cost Analyst	7	11
48	Production Worker	4	9
49	Production Worker	5	9
50	Production Worker	7	9
51	Production Worker	5	12
52	Clerk	3	13
53	Clerk	4	13
54	Clerk	12	13
55	Clerk	3	14
56	Freight Unloader	2	15
57	Clerk	3	16
58	Clerk	7	16
59	Production Worker	3	17
60	Clerk	6	18
61	Clerk	2	19
62	Production Worker	8	9
63	Clerk	2	9
64	Clerk	2	9
65	Clerk	7	9
66	Production Worker	9	9
67	Clerk	3	20
68	Production Worker	5	20
69	Maintenance	4	20
70	Production Worker	6	21
71	Production Worker	10	21

<u>Episode No.</u>	<u>Occupation</u>	<u>No. of Subordinates</u>	<u>Organization No.</u>
72	Production Worker	3	11
73	Production Worker	3	22
74	Production Worker	4	22
75	Switchcrew	5	23
76	Maintenance	3	23
77	Maintenance	2	23
78	Switchcrew	5	23
79	Maintenance	3	23
80	Switchcrew	4	23
81	Maintenance	2	23
82	Production Worker	6	24
83	Production Worker	11	24
84	Production Worker	2	25
85	Production Worker	4	11
86	Clerk	5	26
87	Clerk	3	26
88	Clerk	6	26
89	Clerk	6	26
90	Clerk	9	26
91	Clerk	5	26
92	Clerk	8	26
93	Production Worker	4	9
94	Production Worker	5	5
95	Production Worker	3	5
96	Production Worker	4	5
97	Clerk	2	27
98	Clerk	6	28

<u>Episode No.</u>	<u>Occupation</u>	<u>No. of Subordinates</u>	<u>Organization No.</u>
99	Clerk	7	29
100	Clerk	4	28
101	Data Processor	5	30
102	Production Worker	4	31
103	Inspector	6	32
104	Production Worker	10	16
105	Production Worker	4	4
106	Clerk	6	31
107	Clerk	5	31
108	Clerk	4	31
109	Clerk	3	33
110	Production Worker	12	34
111	Clerk	3	35

TOTAL: 559 Subordinates
 x 2 Questionnaires
 1118
 + 111 Managerial Questionnaires
 1229 Cards

Average Size Group: 5.036

APPENDIX E

SUPERVISORY SUCCESSION JOB CLASSIFICATION FILE

<u>Type of Subordinate Employment</u>	<u>Number of Episodes</u>
1. Production Worker	45
2. Clerk	45
3. Warehouse Expeditor	3
4. Lab Technician	2
5. Time/Study	3
6. Cost Analyst	2
7. Freight Unloader	1
8. Maintenance	5
9. Switchcrew	3
10. Inspector	1
11. Data Processor	<u>1</u>
TOTAL	111

APPENDIX F

ORIGINAL CLASSIFICATION OF DELETED QUESTIONS

<u>Question #</u>	<u>Original Classification</u>
1	Goal Emphasis
2	Work Facilitation
3	Decisiveness
11	Consultative-Participative Decision-Making
14	Goal Emphasis
18	Consultative-Participative Decision-Making
19	Decisiveness
23	Support
24	Work Facilitation
27	Work Facilitation
28	Support
34	Decisiveness
36	Goal Emphasis
54	Satisfaction
56	Satisfaction
58	Satisfaction
62	Satisfaction

<u>Question #</u>	<u>Original Classification</u>
63	Frustration
67	Satisfaction
71	Task Rigidity
72	Task Rigidity
73	Task Rigidity
74	Task Rigidity

APPENDIX G

FACTOR ANALYSIS NUMBER ONE

Factor One

Supportive Recognition

<u>Question Number</u>	<u>Loading</u>	<u>Original Dimension</u>
39	.78724	Management of Contingencies
32	.75662	Support
41	.75091	Goal Emphasis
5	.75090	Management of Contingencies
44	.75035	Management of Contingencies
29	.73432	Management of Contingencies
4	.72969	Support
13	.72668	Consultative-Participative Decision-Making
8	.72237	Support
10	.70514	Work Facilitation
38	.69058	Consultative-Participative Decision-Making
37	.68421	Work Facilitation
33	.68335	Work Facilitation
26	.66399	Support
16	.66114	Support
21	.65521	Consultative-Participative Decision-Making
40	.64497	Work Facilitation

<u>Question Number</u>	<u>Loading</u>	<u>Original Dimension</u>
35	.63794	Consultative-Participative Decision-Making
17	.63236	Work Facilitation
12	.61416	Consultative-Participative Decision-Making
9	.61321	Management of Contingencies
42	-.55285	Support

Factor Two

Decisiveness

<u>Question Number</u>	<u>Loading</u>	<u>Original Dimension</u>
15	-.67468	Decisiveness
25	-.62994	Decisiveness
31	-.61923	Decisiveness
7	-.59540	Decisiveness

Factor Three

Rule Enforcement

<u>Question Number</u>	<u>Loading</u>	<u>Original Dimension</u>
22	.67008	Goal Emphasis
30	.59734	Rule Enforcement
20	.54451	Management of Contingencies
43	.54382	Rule Enforcement
6	.52807	Rule Enforcement

Subordinate Liking
of the Supervisor

<u>Question Number</u>	<u>Loading</u>
50	-.81933
52	-.76405
49	-.73549
51	.61544
48	.59279

Subordinate Acceptance
of the Supervisor

<u>Question Number</u>	<u>Loading</u>
46	.78479
45	.78369

APPENDIX H

FACTOR ANALYSIS NUMBER TWO

Subordinate Frustration

<u>Question Number</u>	<u>Loading</u>
66	-.63204
60	-.61024
55	-.55458
57	-.52529

Subordinate Satisfaction

<u>Factor One (Intrinsic Reward)</u>		<u>Factor Two (Pay)</u>		<u>Factor Three (Co-Worker Rapport)</u>	
<u>Question Number</u>	<u>Loading</u>	<u>Question Number</u>	<u>Loading</u>	<u>Question Number</u>	<u>Loading</u>
53	.70186	59	.74781	64	.53864
65	.54094	61	.73322		

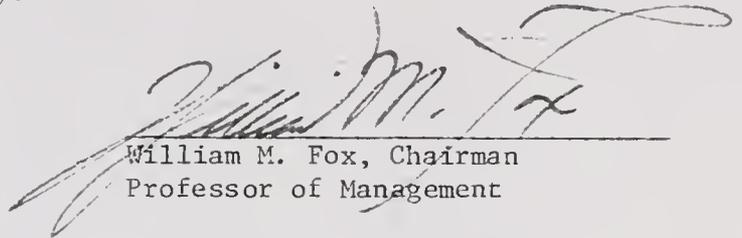
BIOGRAPHICAL SKETCH

Gordon A. Taylor, Jr. is a 1968 graduate of Western Illinois University where he received a Bachelor of Business degree. While at Western, Taylor was a Resident Assistant, a member of Alpha Beta Epsilon, an Illinois State Scholarship Holder, and on the Dean's List for academic achievement. He is an NDEA Title IV Fellowship Holder and received his Master of Business Administration degree at the University of Florida in 1970. While at Florida, he was Vice-President of Beta Gamma Sigma and an Interim Instructor in the Department of Management.

In 1970 Taylor returned to Western Illinois University as an Assistant Professor in the Department of Management. In addition, he served four years as Chairman of the University's Council on Inter-collegiate athletics and was a member of the Men and Women's Athletics Self-Study Committee. He is a member of Sigma Iota Epsilon and advisor to Delta Sigma Phi social fraternity. He belongs to Blue Key Leadership Fraternity and was selected as Professor of the Year in the Theta Chi all University "Pick a Prof" election of 1977.

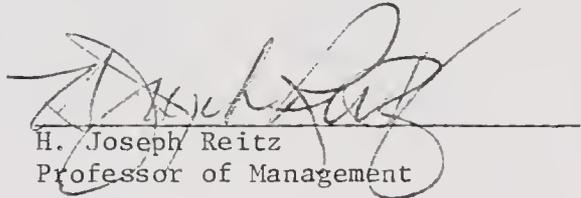
Taylor was appointed Director of Alumni Programs at Western in June 1978, though he still remains active in the classroom. Gordy and his wife, Diane, have three children, Jennifer Ann 8, Gordon Arthur, III 6, and eight week old Ryan Scott.

I certify that I have read this study and that in my opinion it conforms to acceptable standards of scholarly presentation and is fully adequate, in scope and quality, as a dissertation for the degree of Doctor of Philosophy.



William M. Fox, Chairman
Professor of Management

I certify that I have read this study and that in my opinion it conforms to acceptable standards of scholarly presentation and is fully adequate, in scope and quality, as a dissertation for the degree of Doctor of Philosophy.



H. Joseph Reitz
Professor of Management

I certify that I have read this study and that in my opinion it conforms to acceptable standards of scholarly presentation and is fully adequate, in scope and quality, as a dissertation for the degree of Doctor of Philosophy.



Ralph B. Thompson
Professor of Marketing

This dissertation was submitted to the Graduate Faculty of the Department of Management in the College of Business Administration and to the Graduate Council, and was accepted as partial fulfillment of the requirements for the degree of Doctor of Philosophy.

June 1980

Dean, Graduate School

