

ORGANIZATIONAL CONTROL STRUCTURE  
AND MEMBER CONSENSUS<sup>1</sup>

A COMPARATIVE STUDY RELATING  
DATE OBTAINED IN THE U. S.  
AND IN ISTANBUL, TURKEY

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I. *Introduction* :

The study of organizational behavior in workplaces is relatively new in Turkey. It has a much longer history in the U. S. However, among other institutions, the Faculty of Economics at Istanbul University has had publications in this area in general, since its foundation in 1936. In a way, our study reflects an interest in that field.

Productivity orientation and adherence to productivity standards are among the main concerns of this article. Organizational behavior is considered with this framework in mind. Productivity orientation is related to proper channeling of organizational behavior in the industrial plant. Productivity standards, on the other hand, are established in terms of man hrs. work/unit produced and may be determined either through managerial ratings or through records or scores kept of the work done. It is assumed that if geared towards productivity standards, proper channeling of organizational behavior would positively contribute both to adherence to these standards and to development. This procedure, if undertaken, should be based on factual observation and records,

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<sup>1</sup> The study conducted in the U. S. is reported in an article authored by C. G. Smith and myself in the American J. of Sociol. Vol. LXIX, No. 6, May 1964; reprinted in W. D. Hill, D. Egan (eds.) *Readings in Organizational Theory a Behavioral Approach*, Boston, Allyn and Bacons, 1966 and in A. S. Tannenbaum (ed.) *Control in Organizations*, N. Y. Graw Hill, 1968.

The study conducted in Istanbul is reported in the unpublished habilitation thesis submitted to Istanbul University in 1964. An earlier version of the article was submitted as a paper to the Mediterranean Social Science Research Council General Assembly which met in Malta in 1965. The present version includes a comparison of relevant results; placing more emphasis on the results obtained in Istanbul.



rather than the individual managers "fixing" them. When productivity standards are lacking, productivity orientedness may develop among workers; however, accurate assesment of such orientations becomes difficult.

If administrators and managers in the developing countries consider the findings in this area, giving due weight to sociocultural factors in the local and national set-up, they may observe that it contributes to solidify the informal relations in the workplace by facilitating the establishment of communication channels between the rank and file and the higher echelons. This should be especially useful at a stage in economic development when a relatively stable labor force and in increase in skilled workers is needed.

This approach actually tries to ease the differences between the various strata in the workplace, taking cognizance of the stratification that exists. Administrators and managers would be sympathetic to this approach if they would realize that an industry requiring stable labor force is to develop in the near future, that socio-cultural and economic conditions specific to a country have to be changed to modify investment, recruitment and employment policies, that a market for industrial goods will be developing and therefore mechanization in the factory should be instrumental in production and setting standards on an individual basis for production, taking relevant orientations of the work groups into consideration. In this case, wages in the plant should not be below minimum so that further improvement in interpersonal relations in the factory may not be warranted. On the other hand, in terms of rural push and urban pull factors and wage differentials between rural and urban areas, developing industry is expected to partially absorb the labor supply. Under these circumstances, apart from the unskilled and some of the semi-skilled labor who may not be well intergated into the industry, improvements in interpersonal relations in the plant may be warranted, especially for skilled laborers in order to achieve smooth operations. The more skilled workers may be better integrated, commensurate with the development of industrialization and the labor organizations.

Relations in the factory mark a transition from small scale industry into large scale industry. Division of labor between craftsmen and apprentices is low and close interpersonal relations exist in small scale



industry as compared to large scale industry. Improvements in interpersonal relations mentioned above, and measures taken to reach this goal, pertain to large scale industry. The factory and/or the plant marks a transition from small scale industry to large scale industry. We are going to be concerned with interpersonal relations in the plant, variously called as human relations or organizational behavior, in relation to group "attitude" and consensus toward productivity standards and informal controls which may further productivity orientedness, if such standards exist. If such standards are not established hardly a basis for comparison would exist. Indications are that they have not been instrumental in collective bargaining procedures in Turkey as yet.

Organizational behavior implies participation in decision making without necessarily relating it to financial decisions which are considered to be in the domain of the general manager and the board of directors. Yet, say so of the various hierarchical echalons in the plant increases in relation to matters related with production, as far as they affect the work groups. Human relations no longer glorify the role of the entrepreneur as the sole innovator. However, human relations introduce new dimensions to effective management, and to the emergence of a managerial hierarchy, subject to further development and decentralization. Thus, under a set of conditions, effective human relations practices may contribute to development even if we do not consider the additional effects of interactions between emergent trade unions and management, the latter having a more direct interest in productivity increases. Sometimes, an understanding attitude of management towards labor may be helpful under varying degrees of industrialization; however the assessment of results becomes difficult when no productivity scores exist. In this context, however, small scale industry and continuation of master-apprentice relations are not thought of, since they are quite different than the way they appear in large scale industry. In relation to the various input factors which effect output and productivity, we are emphasizing labor in this article as a factor, although it exists in interdependence with other related factors, and we are trying to seek ways and means to increase individual labor productivity assuming that the laborer is a member of the work group. Our approach has been somewhat different in the Turkish survey in comparison to the U. S. survey, as we shall try to explain later.



Consensus in attitudes of workers and productivity were studied in a large scale service organization in the U. S. and two factories in Istanbul, also trying to relate organizational control structure with productivity. No productivity scores were obtained in Istanbul. This implies a lag in the establishment of productivity scores, although higher supervisory personnel may fix them at will in line with the policies of the organization. Like in several studies to be mentioned later, it is assumed that organizational control structure implies reciprocal formal and informal relations and expectations which have been established in relation to the controls exercised; productivity implies productivity scores obtained for each worker. In the Turkish enterprises at a certain level of mechanization, relevant attitudes of workers i. e. consensus, somewhat resembled those in the U. S. survey; however in terms of control or influence, less control was exercised by the rank and file as compared to the foremen.

The influence of supervisory levels above the immediate supervisor i. e. foremen, were not taken up in the Turkish survey at this stage; although in the absence of foremen category in the U. S. survey, conducted in a larger scale decentralized service organization, questions were asked on relationships with the station manager and the other supervisors in the stations where the services were performed. Consequently comparisons between the surveys are made in terms of the relationships of the rank and file with supervisors below the station manager. Further studies in Turkey investigating relationships of the rank and file with higher supervisory personnel should be illuminating.

Comparisons between the results of the two surveys in terms of the informal control or influence exercised between the rank and file and supervisors corresponding to foremen may be thought of. Foremen were chosen in the Istanbul survey for this purpose, assuming that the rank and file would know them best. This, however, is not entirely possible, we do not have at hand the raw data on supervisors in the U. S. study. This data was summed up for the purpose of obtaining correlation coefficients and a split-half reliability indices of men with the supervisory echelons. This situation imposes limitations on our comparisons.

Correlations between control and consensus measures in relation to productivity were obtained in the U. S. data. Control and consensus data are presented as percentages in the Istanbul survey. Further



breakdowns in future studies in Turkey in terms of variables such as seniority training and education may partly iron out the differences in this comparison. In addition further parallel development of labor organizations will affect the degree of control exercised by the rank and file compared to the supervisory echelons, indirectly interested in productivity in the future, commensurate with industrialization. Thus in the future closer resemblance of the U. S. survey data to future Turkish survey data is foreseen. Thus, in the future better comparisons may be made and a closer resemblance may be found in control and consensus measures.

A large scale service organization mailing parcel post and employing 2000 workers was studied in the U. S. and a drug factory employing 500 workers and a metal appliances factory employing 450 workers per shift was studied in Istanbul in the samples selected. All the workers selected for interviewing in the surveys were employed in the secondary and tertiary sectors. Turkish data is supplemented with a pilot survey using similar questions mailed to workplaces selected from the register of the Turkish Labor Confederation, The workplaces studied supposedly need skilled workers. However, as mentioned above no further breakdowns were made in terms of skill, training, education, seniority, which would be especially desirable in future studies in developing areas.

Since the U. S. survey is already published, the main emphasis in this article will be on the results obtained in Istanbul. The U. S. survey will be cited mainly for purposes of comparison.

## II. *The Survey Conducted in the Service Organization in the U. S.*<sup>2</sup>

Recent research in several organizations, including a clerical organization, several union locals, a service organization and a voluntary organization has indicated that the manner in which control is struc-

<sup>2</sup> This section of the paper is taken from the above mentioned article. This part of the paper was prepared as a part of the research program concerned with the control of social organizations, under the grant from the Carnegie Corporation in New York to the Survey Research Center Institute of Social Research, The University of Michigan. We acknowledge the valuable suggestions of Arnold S. Tannenbaum, Robert L. Kahn, Darwin Cartwright and Stanley E. Seashore and the assistance of Roberta Ann Lovenbach and Dora Cafogna.



tured, at least reported by members, is related to organizational effectiveness<sup>3</sup>. These studies suggest the importance in some organizations of high rank-and-file control relative to leadership control and, more generally, the importance of a high amount of control exercised by members at all echelons in the organization. The interpretations offered of these findings suggest that these patterns of control may be conducive to high organizational effectiveness, in part, through the uniformity which they promote with respect to organizational standards and policies. In part, it means that communication between the strata in the workplace increases as interaction leads to organizational effectiveness. Interactions further the development of norms and standards. Likert, for example, has suggested that significant influence exercised by persons at all levels, the leaders as well as rank and file, provides the basis of the effective coordination of organizational activity. Such co-ordination is derived, in part, from the shared goals and agreement on the means to these goals which this pattern of control promotes. Similarly, the exercise of control by lower echelons is likely to bring with it greater acceptance of jointly made decisions as well as an increased sense of responsibility and motivation to further the goals of the organization. Such motivational effects are very likely to be reflected in increased uniformity concerning the decisions and goals of the organization. A relationship between a high amount of control exercised by persons at all echelons ("high total control") and member uniformity (as a criterion of organizational norms) was suggested in a study of local unions. Furthermore, amount of total control and member uniformity were related to "union power", that is, effectiveness. The hypothesis was

<sup>3</sup> Nancy C. Morse and Everett Rernier, "The Experimental Changes as a Major Organizational Variable", *Journal of Abnormal and Social Psychology*, LII (1956), 120-29; Arnold S. Tannenbaum, "Control Structure and Union Functions", *American Journal of Sociology*, LXI (1956), 536-45, and his "Control and Effectiveness in a Voluntary Organization", *American Journal of Sociology*, LXVII (1961), 33-46; Rensis Likert, "Influence and National Sovereignty", in *Festschrift for Gardner Murphy*, ed. John G. Peatman and Eugene L. Hartley (New York: Harper and Bros., 1960), pp. 214-27. For summaries of this research see Clagett G. Smith and Arnold S. Tannenbaum, "Organizational Control Structure: A Comparative Analysis", *Human Relations*, XVI (1963), 299-316; Arnold S. Tannenbaum, "Control in Organizations: Individual Adjustment and Organizational Performance", *Administrative Science Quarterly*, VII (1962) 236-57; and Rensis Likert, *New Patterns of Management* (New York: McGraw-Hill Book Co., 1961).



offered that a high level of total control is part of an organizational power syndrome including uniformity and effectiveness.

These interpretation seem to suggest one particularly significant process explaining the efficacy of these patterns of control in promoting high organizational performance, namely, the co-ordination and regulation of member behavior with respect to organizational norms. The resulting uniformity derives its significance from the fact that it is basic to the concerned member effort underlying effective organizational performance. It is our purpose here to consider further the relationships of pattern of control to member uniformity and to evaluate their implications for organizational effectiveness.

#### 1. *Theory and Hypotheses About Control Structure :*

“Control” refers to any process by which a person (or group or organization of persons) determines or intentionally affects what another person (or group or organization) will do. In organizations this process may include formal aspects, such as formulating policy and making decisions, exercising authority in implementing decision, and applying rewards and sanctions for conformity or deviance. It may also include informal mechanism and techniques, such as non-legitimated pressure, informal discussion and decision-making.

The “structure of control” designates the relatively enduring pattern of influence within an organization. Most generally, it consists of the pattern of influence of persons or groups upon the organization. This entails, in large part, influence between persons or groups of persons within the organization. We shall employ as a measure of the aspects of control structure the technique of the “control graph”, which has been discussed and illustrated in a number of earlier publications, one of them to be mentioned later for purposes of illustration. The horizontal axis of the graph represents the hierarchical level of an organization from the top to the bottom. The vertical axis represents the amount of control exercised by those at each of these hierarchical levels, that is, how much influence each of these levels has in determining the behavior in question, such as the actions of the organization or certain behavior of members. Two aspects of organizational control described by the control curve are (1) the hierarchical distribution of control, represented by the shape or slope of the curve and (2) the total amount or the relative level of control



exercised by all levels in the organization, represented by the average height of the curve. A curve which rises with hierarchical ascent is negatively sloped and might be said to fit the "autocratic" prototype, while one declining with hierarchical ascent is positively sloped and describes the "democratic" model. A low, flat curve, indicating relatively little control by any level would illustrate a "laissez faire" situation, while a high curve, indicating a high level of control by all levels, fits the "polyarchic" model. An example of control curves is presented in Figure 1.

In addition to specifying the pattern of influence of the various levels upon the organization in general, the control graph further permits a more specific description of organizational control in terms of patterns of influence existing between members of various levels. This pattern of influence may be specified both in terms of exercising control ("active control") and of being controlled ("passive control"). Thus the amount of control which persons at a given level exercise over those at other levels may be ascertained, as well as the extent to which persons at a given level are controlled by those at other levels. This permits a description of where in the hierarchy a given level directs its control, as well as the determination of the source from which control over any given level originates.

## *2. Control and Uniformity :*

The relationship between control and member uniformity has been traditionally subsumed under the concept of social norm. This concept can be defined simply as the continuous uniformity in expectations, attitudes, or behavior within a group (or organization) regarding an activity developed and maintained by processes of control. Central to this definition of norms is the premise that they are a function of control. While this constitutes the basic premise of the present formulation, the subject of our inquiry is more specially the relationship of varying patterns of organizational control to member uniformity. We shall be concerned with uniformity in perceptions and attitudes which will be referred to as "consensus". The focus will be upon consensus within the work group, and between members of the work group and those at higher echelons in the organizations. Two general hypotheses can be stated :



**HYPOTHESIS I :** Consensus within the work group and between members and supervisors will be related directly to the degree to which the control curve is positively sloped.

**HYPOTHESIS II :** Consensus within the work group and between members and supervisors will be related directly to the amount of total control.

The first hypothesis is a restatement in terms of the control graph that "democratic control" will be conducive to a system of shared norms. The rationale for this hypothesis is based on several processes. Rank-and-file involvement in decision-making, especially in a society that extols democratic values, tends to foster conditions of identification, motivation, and loyalty to the organization. Such effects result, in part, from the satisfaction that individuals may derive from participation in decision-making, that is, exercising significant control contributes to their sense of importance and personal worth. It may also provide important pragmatic or material rewards to the members, and it may be expected to enhance attraction and loyalty of rank-and-file members to the work group. Loyalty to the work group, coupled with involvement and identification with the organization, should give rise to increased uniformity with respect to organizational and work-group standards. They tend also to promote a high level of participation and a greater amount of accurate communication and influence, permitting members to see what the norms of the organization and the work group are, as well as facilitating their determination. Further, relatively high rank-and-file influence in decision-making may permit members to develop policies and practices which represent the interests of a fairly broad segment rather than merely the interests of the leaders, and thus may further enhance acceptance of these decisions by both the rank-and-file members and the leaders.

While high rank-and-file control relative to that of the leadership may have these positive consequences under certain conditions, other authors have pointed up the necessity of control from above to insure efficient organizational functioning. Despite its detrimental effect, "hierarchical control" (negative slope) is viewed as necessary to insure shared organizational norms, effective co-ordination, and concerted member effort. Indeed high rank-and-file control relative to that of the leaders (i. e., positive slope) may result in a lack of consensus and conflict between



echelons, if the rank-and-file members act simply in terms of their own self-interests, do not possess the skill to exercise control effectively, or do not accept the contributions of members at higher echelons. The hypothesis as formulated assumes that these circumstances are not present.

The second hypothesis offers an approach to the dilemma stated above by considering the necessity of control by upper echelons together with the favourable effects of control by the rank-and-file members. This hypothesis states that a high amount of control exercised by persons at all levels in the organization will contribute to high members' consensus within the organization. The hypothesis is based on a set of inter-related processes accompanying a high amount of total control previously elaborated by Tannenbaum and Likert. Part of these processes derive from the high rank-and-file influence *per se* inherent in a high level of total control, and thus the predicted effects in promoting high consensus are similar to those specified in Hypothesis I.

Likert suggests that the efficacy of a high amount of total control in an organization may be explained in terms of the existence of an "effective interaction-influences system", that is, a system in which there is high reciprocal influence and free communicative exchange throughout the organization. Such an interaction-influence system permits members to understand clearly what the norms of the organization are, as well as fostering their joint determination and enforcement. Furthermore, this process provides the basis of the effective coordination of organizational activity, in part, by facilitating the integration of the interests of both the rank-and-file members and the leaders. As a consequence, there is wider acceptance of policies and practices, and cooperative relations between members at different levels tend to be enhanced. This is likely to be rejected in a set of shared norms, in the form of means and goals, adherence to which tends to be "promotively interdependent" for all the parties involved. Furthermore, utilizing the contributions of both the members and the leaders provides the basis for better policies and decisions which, in turn, are likely to result in higher organizational effectiveness. Consequently, acceptance of such decisions tend to redound to the advantage of both members and leaders, because of the greater stock of disposable rewards accruing to the more effective organization.



In summary, it is these sets of interrelated processes arising from, or associated with, a positively sloped distribution of control and/or a high amount of total control which provide the bases for expecting relationships between these patterns of control and member consensus. The hypothesis mentioned above was derived and tested in relation to human relations practices exercised in the U. S. The intention of the Turkish survey is not to test the above mentioned hypothesis but to look for similarities and differences in control and consensus orientation as compared to the U. S. data.

### 3. Procedure :

#### Research Site

The study is based on a nationwide service organization having operations in several metropolitan areas of the United States. The primary function of the organization is to transport and deliver articles from central locations to homes. Each area is organized as a "plant" with two or more major divisions, and each division has several operating units or "stations." A typical station has a station manager, a supervisor, an assistant supervisor, several leaders who work at night, and about twenty-five drivers delivering packages on their respective routes. The stations are geographically separate from one another, each one serving an exclusive territory. They are quite similar in facilities, operating policies, work methods and procedures, but differ considerably in performance and somewhat in size. Thirty-two such stations, representing five company plants, together including twelve hundred employees, comprise our population.

### 4. *Description of variables of the U. S. survey in comparison with variables in the Turkish survey and a brief summary of the results of the U. S. survey :*

In this section we intend to outline and summarize the variables used in the U. S. survey which are commensurate with and comparable to the variables used in the Turkish survey. Variables are comparable questions used in both surveys.

The influence of the rank and file on the higher echelons and reciprocally, the influence of the higher echelons on the rank and file was asked in both questionnaires, in terms of the informal controls exercised. With regards to the higher echelons, questions were asked about the



station manager and the supervisors in the U. S. survey. In the Turkish survey, questions were asked about the foremen only. Consequently, neither one of the surveys was concerned with higher levels of management. In the U. S. survey, alternative responses to the questions asked were scaled using the Likert scale with five alternatives and significant split - half reliability coefficients were obtained indicating internal consistency. Agreement was observed with regards to the controls exercised.

In relation to work group consensus which is not independently observed in both surveys but derived from the survey responses the following can be stated. In relation to work standards, the question asked is as follows: "How do you feel about standards and time schedules set up for your job?" The phrase "time schedules" existed in the U. S. survey but it was omitted in the Turkish survey, assuming that time schedules may not be set up yet, although it would be useful to establish the whenever possible. The question on morale which is similar in both surveys, is: "How do you feel about morale in your workplace (station)?" The question on the adequacy of supervisory planning is similar in both surveys: "How good is your immediate supervisor in planning, organizing, scheduling work ahead of time?" The question on trust and confidence in the supervisor (s) is: "To what extent do you have confidence and trust in the foremen in your station?" The latter part of the question is asked as, "supervisors in your station" in the U. S. survey, since the service organization studied consists of several stations and questions on various supervisors were asked, whereas all the workers were working in the same establishment in the workplaces surveyed in Turkey and questions were asked about foremen only since it was assumed that the workers would know them best. In the Turkish survey, the question on perceived consensus is about agreement among employees on everyday operations. In the U. S. survey, the question was phrased a little differently, i. e. "To what extent do people in your station see eye to eye about everyday operations in your station?" However, it is apparent that the questions in both surveys inquire about the same process regardless of the difference in phrasing.

Results indicate that agreement or consensus exists in the answers to the consensus questions. It is important to note in this context that the mean responses of the rank-and-file members to all the questions



on which the consensus measures are based occur fairly well within the middle of the scale. In the Turkish survey, results are presented in terms of percentages and these will be discussed later. In the U. S. survey, scaling was used as mentioned above. For most of the questions the ranges were between 2.00 and 3.60 on a five point scale. The most extreme ranges on the two questions are from 1.70 to 4.00. Furthermore, no standard deviation exceeds 0.5 on a scale point. Consequently, the majority of the responses are concentrated in the middle ranges of the scale indicating consensus, agreement or uniformity, with a negligible ceiling effect i.e. dispersion at the extremes. Furthermore, partial correlations run between member consensus, and the degree of positive slope i. e. whether the rank-and-file exercise more control relative to the supervisory echelons, or total amount of control indicate that total amount of control is more significantly related with member consensus than the positive slope is. There are two significant correlation coefficients at the 0.05 level between member consensus and the degree of positive slope and three significant correlation coefficients at the 0.01 level and one significant correlation coefficient at the 0.05 level between member consensus and the amount of total control within a total of twenty four correlation coefficients run between the questions asked on consensus and control. Furthermore, the multiple correlation run between amount of total control and general station consensus employing all the variables yield high prediction of station productivity i. e. the multiple correlation is 0.54. Consequently, the results obtained tend to verify Hypothesis II rather than Hypothesis I.

In the Turkish survey, questions were asked about control and consensus but no data was obtained on productivity scores, as mentioned above. No correlation coefficients were run and no scaling of the question alternatives was attempted, but the results are presented in terms of the various alternatives. Consequently, the results which will be discussed below are not directly comparable to the U. S. survey but indicate similar trends with regards to consensus. Results on the questions on control indicate linearity, rather than reciprocity. Therefore, an increase in the total amount of control may not be thought of under circumstances in the samples in the Turkish survey. As mentioned above, less control is exercised by the rank-and-file as compared to foremen.



*III. The Survey Conducted in a Drug Factory and in a Metal Appliances Factory in Istanbul Supplemented by a Pilot Survey in Various Industrial Organizations Suggested by the Turkish Labor Confederation :*

The survey conducted in Istanbul signifies an attempt to make a comparison at the pilot study level, with data obtained in the U. S. Preliminary results on questions relating to control and consensus will be discussed. Labor productivity records were not kept in the two establishments. It is probable that managers and/or supervisors were assessing (or fixing) productivity. However, this procedure is hardly a substitute for keeping productivity records. Consequently, the extent of productivity orientation and orientation towards control exercised was determined without relating it with productivity. The survey conducted in Istanbul covered a slightly wider area of organizational relations such as the effects of union membership in productivity orientation; however, only results of questions comparable to the questions asked in the U. S. will be discussed below. Data on echelons above the foremen were not obtained.

*1. Research Site and Sample :*

The survey was conducted in a drug factory employing 500 workers and a metal appliances factory employing 450 workers per shift (operating two shifts during the day), both located in Istanbul. These two surveys were supplemented by a third pilot survey done for comparative purposes, administered to 60 workers and foremen in workplaces which were selected by the representative of the Turkish Labor Confederation. It was administered to 108 workers and foremen (about 1/5 of the total number employed) in the Drug Factory and to 122 workers and foremen (about 1/4 of the total number employed) in the Metal Appliances Factory. Results represent general trends with respect to problems investigated; no breakdown was made in terms of the responses of foremen and the men. The survey was administered to only a few foremen, however. For convenience the term "group" is applied to the aggregate of 60 workers surveyed in the pilot study in this context.

Purposive sampling was done in selecting the workers in the two establishments; workers from departments which contributed to production were chosen in agreement with the facilities offered by the respective enterprise.



### 2. *A Comment on the Variables :*

Consensus questions were asked i.e., with respect to operations and relationships in the workplace, and control questions were asked indicative of both the slope of control and total amount of control. This is no more than an indication however, since the results are presented in terms of percentages. No scaling of the response alternatives was done. Scaling of the dependent variables in future studies in this field would enable researchers to run parametric correlation measures, if the independent variables are ordered, thus bearing a further resemblance to the procedure followed in the U. S. survey. The aim of the Turkish survey in this respect is to make an initial observation of existing trends.

### 3. *Results and Discussion :*

TABLE 1

#### Control Questions.

##### 1. *Influence of Men on Foremen :*

	Pilot Group	Drug	Metal Appliances
		Factory	Factory
A great deal of influence	26 %	11 %	8 %
Some influence	13 %	54 %	37 %
No influence	7 %	30 %	47 %
Unknown	53 %	5 %	8 %
Total %	100	100	100
Total number of respondents	60	108	122

##### 2. *Influence of Foremen on Men :*

	Pilot Group	Drug	Metal Appliances
		Factory	Factory
A great deal of influence	56 %	72 %	76 %
Some influence	6 %	26 %	13 %
No influence	0 %	0 %	0 %
Unknown	38 %	2 %	10 %
Total %	100	100	100
Total number of respondents	60	108	122



Although the results are presented in terms of percentages and there is no conclusive evidence, it seems that the control curve may be negatively sloped; since the influence of foremen on men by far exceeds the influence of men on foremen. This may be expected in most enterprises in the developing and the developed countries. Negative slope, being the inverse of the positive slope, is indicative of the existence of hierarchy in the controls exercised. The data suggesting this conclusion may be summarized as follows: In Table I, in comparing the answers to questions 1 and 2, it is observed that those stating that a "great deal of influence is exercised by men on foremen" vary between 8 % and 26 %. Answers to "some influence exercised" category vary between 13 % and 54 %. Answer to "no influence exercised" category vary between 7 % and 47 %. Consequently, although "some influence exercised" category is high by itself, "no influence exercised" category is also rather high as compared to the two other categories of answers. Furthermore, in terms of the second question on control, ie. influence of foremen on men, answers indicating that a great deal of influence is exercised vary between 76 % and 56 % and the percentages in the two other answer categories are comparatively low. There is evidence then, of the existence of a negative slope.

On the other hand, in terms of the probable total amount of control exercised, in relation to the amount of control exercised by men relative to that of the foremen, ie. the "no influence" category is rather high in the two enterprises, as mentioned before, relative to "a great deal of influence" and "some influence" categories, indicative of low level of total amount of control which may be attributed to the process of transition to industrialization. Industrialization will lead to further organization of channels of communication and inter-influence in the work-place. Furthermore, the relatively high percentage of "a great deal of influence" responses exercised by men in the pilot group, ie. 26 % as compared with 11 % and 8 % in the other groups, may be attributed to association with unions and its effect on influence exercised in the work-place, since the respondents in this group were selected by the union representative, as indicated above. This is no final conclusion however, since the "unknown" category in this is also rather high. Furthermore, it should be remembered that no comparisons were made with productivity records, due to their nonexistence. On the whole, it may be asserted



that the total amount of influence exercised may increase with further industrialization, like the data obtained in the U. S. show, where it is also related with productivity. Furthermore, even in the enterprises we have studied, the total amount of control exercised may be higher in the echelons of men, foremen and supervisors in the higher educational brackets, which was not covered in this survey in terms of making the appropriate breakdowns.

TABLE 2  
CONSENSUS QUESTIONS

a. Work Group Consensus :

1. *Work Standards* :

How do you feel about standards set up for your job?

	Pilot Group	Drug Factory	Metal Appliances Factory
Good	60 %	82 %	62 %
Mediocre	20 %	10 %	27 %
No standards established	11 %	4 %	1 %
Unknown	9 %	4 %	10 %
Total %	100	100	100
Total number of respondents	60	108	122

2. *Morale* :

How do you feel about morale in your workplace?

	Pilot Group	Drug Factory	Metal Appliances Factory
High	48 %	59 %	40 %
Not High	41 %	27 %	20 %
Low	10 %	8 %	30 %
Unknown	1 %	6 %	10 %
Total %	100	100	100
Total number of respondents	60	108	122

3. *Adequacy of Supervisory Planning* :

How good is your immediate supervisor in planning, organizing and scheduling work ahead of time?



	<u>Pilot Group</u>	<u>Drug Factory</u>	<u>Metal Appliances Factory</u>
Very good	58 %	83 %	76 %
Mediocre	8 %	12 %	16 %
Not Successful	0 %	2 %	4 %
Unknown	46 %	3 %	4 %
Total %	100	100	100
Total number of respondents	60	108	122

4. *Trust and Confidence in the Supervisor :*

To what extent do you have confidence and trust in the supervisor in your workplace?

	<u>Pilot Group</u>	<u>Drug Factory</u>	<u>Metal Appliances Factory</u>
Great Confidence	50 %	74 %	52 %
Little Confidence	24 %	15 %	36 %
Doesn't know them	5 %	5 %	6 %
Unknown	24 %	6 %	6 %
Total %	100	100	100
Total number of respondents	60	108	122

b. Perceived Consensus.

5. *Everyday Operations :*

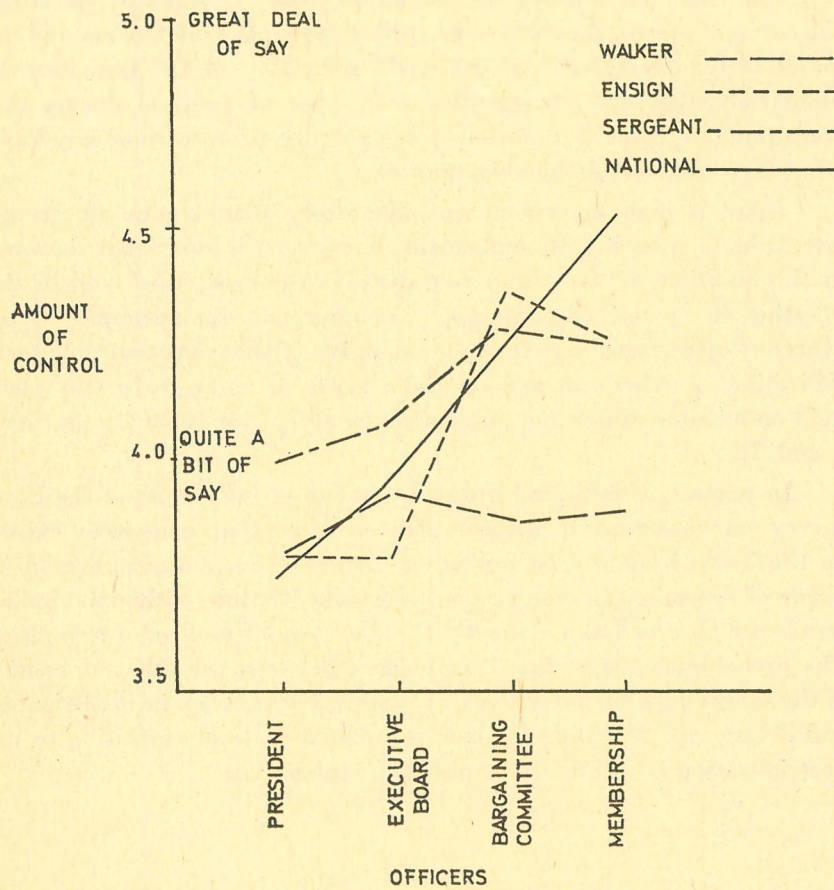
Agreement among employees re: everyday operations.

	<u>Pilot Group</u>	<u>Drug Factory</u>	<u>Metal Appliances Factory</u>
Complete	80 %	54 %	58 %
Partial	13 %	36 %	34 %
No Agreement	0 %	6 %	5 %
Unknown	7 %	4 %	3 %
Total %	100	100	100
Total number of respondents	60	108	122

The data presented above, indicates that work group consensus as well as perceived consensus in terms of the comparable questions asked is forming, which at the same time, is indicative of the fact that



workers in workplaces will orient themselves to productivity as industrialization gets on its way and relevant norms are set in the establishments and among the workers. The fact that similar orientations are forming, may be considered useful by those who functionally take part in the industrialization process. Of course, the phase of transition to industrialization will lead to certain differences which may also in part explain some of the lack of consensus or agreement in the results obtained.



Specifically, there is general agreement on the evaluation of standards set in the workplace among the three groups, although these standards are not indicative of productivity records (see Table 2, question 1.) It is possible that higher supervisory personnel are fixing some kind



of productivity indicators in line with over all organizational policies and productivity goals. Agreement is highly emphasized by the workers in the drug factory as compared with the other two groups. A parallel observation seems to be that the managers in the drug factory emphasize "agreement" regardless of a lack of development of a labor organization, which will be possibly modified in the future and will mean agreement in concert with the development of such an organization.

Comparatively low consensus is obtained on the "morale" question; the curve, if drawn, should be almost bimodal for the pilot group and the metal appliances factory group, again indicative of the transition to industrialization and the possible emergence of protests during this transition (see Table, 2, question 2). Supposedly, protest would adversely effect agreement and thereby, morale.

There is high agreement on supervisory planning in all groups (see Table 2 question 3). Agreement (consensus) is somewhat lowered in the question on "trust and confidence in the supervisor" and in the question on "perceived consensus" i.e. agreement among employees re: everyday operations, in part again indicative of the transition to industrialization. Further research on these types of agreements may shed light on possible causes and may be explanatory (see Table, 2, questions 4 and 5).

In general, as indicated in the discussion of the results of the U. S. survey on consensus questions, high agreement or consensus exists. In the Turkish survey conducted in Istanbul, consensus indicated in terms of responses to similar questions asked is low, although similar trends are observed and evidently there is more dispersion of responses. The probable causes of the discrepancies between the relevant results of the surveys conducted in the U. S. and in Turkey may be investigated and determined by doing further research. A state of transition to industrialization is offered as a possible explanation.



## Ö Z E T

Bu yazıda A. B. D. nin kuzey batı bölgesinde kurulu bir işletmeye bağlı çeşitli işyerlerinde ve İstanbul'da kurulu iki işletmede yapılan anket sonuçları üzerinde durulmaktadır. Anketlerde işçilerin işyerleri hakkındaki kanaatleri ele alınmıştır. İncelemede, işçilerin kanaatleri verimliliğe yönelik olduğu ve işçilerle en yakın idareciler arasında denetim açısından ilişkiler bu yönüyle destekler nitelikte olduğu oranda, işyerlerine yararlı olacakları görüşünden hareket edilmiştir. O bakımdan, üretimde verimlilik artışı, hem işçilere hem işyerine fayda sağlayacaktır.

Verimliliğe yönelik bakımından kişisel kanaatler ve onların bağdaşmasından ortaya çıkan kanaat birliği ile işçi verimliliği, tesbit edilen kıstaslara göre ele alınarak incelenmiştir. Ayrıca, üst kademelerin alt kademeleri denetiminin ve bu yönde gelişen ve kanaatlerle belirtilen karşılıklı ilişkilerin, işyerlerinde verimliliğe yönelmede katkısı olacağı göz önünde tutulmuş ve bu husus da incelenmiştir. Kanaatleri incelemek için tesbit edilen kıstaslar, konuyu kapsayacak şekilde hazırlanan anket sorularıdır. O itibarla, konu müşahhas hale getirilmiş, anket uygulanmış ve bu bulgular elde edilmiştir. Sonuçlar incelenirken, A. B. D. de ve Türkiye'de elde edilen bulgular mukayeseli olarak ele alınmıştır. Sorulan sorulara göre, işyerinde verimliliğe yönelişi etkileyen hususlar itibarile, A. B. D. de ve İstanbuldaki işyerlerinde kanaatleri n bağdaşması ve yeknesaklığı açısından bazı farklılıkların ortaya çıkmasına rağmen, benzerliklerin olduğu gözlemlenmiştir. Kanaatlerde bu tür benzerliklerin endüstrileşmeye katkısı olacaktır.

Verimlilik kıstası olarak A. B. D. deki incelemede, kişisel verimlilik ele alınmış, ve üretim birimi başına harcanan zaman olarak, puvantajla tesbit edilmiştir. Kişisel verimliliği tesbit bakımından Türkiyedeki işyerlerinde de, benzer metodların uygulanmasının yararlı olacağına işaret edilmiştir.