

2008

Participation
in
VOLUNTARY COMMITTEES

A Nation-wide Study of
**ORGANIZATION, LEADERSHIP,
AND MEMBERS' CHARACTERISTICS**

SURVEY RESEARCH CENTER
INSTITUTE FOR SOCIAL RESEARCH • UNIVERSITY OF MICHIGAN

This study of a voluntary organization, the Oil Industry Information Committee, is one of a long-range series of research projects on the functioning of organizations. This series of studies is being conducted by the Human Relations Program of the Survey Research Center. The Center is a division of the Institute for Social Research of the University of Michigan.

This research project was conducted under contract with the Oil Industry Information Committee. Members of the research staff included Eugene H. Jacobson, Robert L. Kahn, Seymour Lieberman, and Leo Meltzer. The study was directed by Dr. Lieberman, with the assistance of Mr. Meltzer. Dr. Lieberman and Mr. Meltzer wrote the present report. Dr. Kahn and Dr. Jacobson are Program Director and Assistant Program Director, respectively, of the Human Relations Program.

Copyright©

University of Michigan

February 1956

2008

Participation
in
VOLUNTARY COMMITTEES

A Nation-wide Study of
**ORGANIZATION, LEADERSHIP,
AND MEMBERS' CHARACTERISTICS**

**SURVEY RESEARCH CENTER
INSTITUTE FOR SOCIAL RESEARCH • UNIVERSITY OF MICHIGAN**

TABLE OF CONTENTS

Part A. INTRODUCTION

Chapter I. The Research Problem	1
A. The Study Design	2
B. How the Sample Committees Were Selected	3
C. Definition of the Population for Purposes of Analysis	6
D. The Questionnaire	7
E. Chapter Organization	10
Chapter II. The Measures Used in this Study	11
A. The Activity Measures	12
B. The Independent Variables	20
C. The Analysis	22

Part B. OIIC PROCEDURES AS DETERMINANTS OF ACTIVITY

Chapter III. OIIC Recruitment Procedures	26
A. Who Does the Recruiting?	27
B. How Members Are Recruited	34
C. Why Members Feel They Are Chosen	40
D. Selection of OIIC Chairmen	44
E. Summary and Conclusions	51
Chapter IV. The Chairman's Leadership	53
A. Practices Which Keep the Chairman Informed	55
B. Leadership Practices Which Maintain the Group	60
C. Assignment of Tasks	67
D. Standards of Committee Activity	73
E. Implementation of Standards	77
F. Summary and Conclusions	83
Chapter V. The Committee as a Group	85
A. Composition of the Committee	86
B. Title and Role in OIIC	88
C. Meetings	93
D. Group Sanctions	101
E. Group Cohesiveness	103
F. Summary and Conclusions	109

Chapter VI. Relations with Higher OIIC	110
A. Communications with Higher OIIC	111
B. Mutual Understanding between Levels of OIIC	116
C. Autonomy of Local Committees	121
D. Summary and Conclusions	123

Part C. MEMBERS' CHARACTERISTICS AS DETERMINANTS OF ACTIVITY

Chapter VII. The Personal Characteristics of Members of OIIC	125
A. Occupation	126
B. Type of Community	140
C. Education, Sex, and Age	145
D. Interests and Skills	150
E. Summary and Conclusions	156
Chapter VIII. Knowledge and Attitudes about OIIC	157
A. Understanding of the Purposes of OIIC	158
B. Acceptance of the Purposes of OIIC	161
C. Advantages of OIIC Membership	165
D. Disadvantages of Membership in OIIC	172
E. Social Supports for OIIC Membership	176
F. Summary and Conclusions	183

Part D. SUMMARY AND CONCLUSIONS

Chapter IX. Summary and Conclusions	185
A. Resources and Cultivation	187
B. Establishing Initial Bonds	189
C. Patterns of Leadership	191
D. The Importance of Structure	193
E. The Meaning of Voluntarism	194

APPENDIX

Appendix A: Questionnaire	A-1
---------------------------	-----

Chapter I

THE RESEARCH PROBLEM

The Oil Industry Information Committee's voluntary organization at the community level consists of about 25,000 employees of the oil industry working in about 3,000 committees across the nation. These committees have a good deal in common. In each of them, there is a chairman, and a number of vice-chairmen who may each be in charge of a separate activity. And the task of each of the committees is roughly the same -- to establish effective contact with the community and to bring relevant facts about the oil industry to the community's attention.

But there are striking differences in level of performance among the 3,000 committees. Some have been quite successfully launched. The members of such committees are active in the OIIC program and put a great deal of energy and effort into the organization, not only during regular working hours but also on their own time -- evenings, week-ends, during lunch hours. Other committees are not nearly so active in the OIIC program. They either never got "off the ground," or, if they have been launched, their members put relatively little energy into the program and devote relatively few hours to it.

By an intensive study of a nation-wide sample of OIIC committees, we have attempted to discover some of the factors which are related to these large and consistent differences in committee performance. It is the purpose of this report to describe the results of this research. In the following pages we will discuss a variety of organizational practices which show clear-cut relationships with committee activity level, some attitudes which have consistent relationships with activity level, and a set of individual background characteristics, community attributes and occupational factors which are influential in determining activity in the program.

A. The Study Design

The major objective of the study was an explanation of differences in level of activity among committees. In order to accomplish this, it was important that both relatively active and relatively inactive committees be included in the sample. After discussions between OIIC and the Survey Research Center, the following study design was agreed upon:

(1) A sample would be chosen, from among the 3,000 committees, which would allow a breakdown into four kinds of committees: high active committees, medium active committees, low active committees, and inactive committees. There would be approximately the same number of committees in each of these four groups.

(2) The sample would contain committees in all parts of the country, including committees from all regions and districts of OIIC.

(3) The sample would contain committees in all sizes of communities, including large metropolitan cities, medium-sized cities, and small towns.

(4) About 100 committees would be studied. Since committees average about six or seven members, this gives an expected sample size of about 650 committeemen.

(5) Only committees at the community level would be studied. The OIIC organization has voluntary committees at the national, regional, district and state levels; within states at the area level; and within areas at the community level. In some cases the local or community level was the county; in other cases it was the city or part of a city.

(6) In each committee, the chairman and the vice-chairmen in charge of various programs (e.g., education, speakers-films, press-radio-television, etc.) would be interviewed by professional interviewers from the Survey Research Center's national field staff. In medium-sized cities and in small towns, this generally meant that everyone on the committee would be interviewed. In the large metropolitan communities, where the committees sometimes had a large number of people on their lists, this meant that only the "top echelon" would be interviewed.

B. How the Sample Committees Were Selected

The first problem in sample selection was to be certain that different activity levels were represented. To assure this, the Survey Research Center utilized a geographical sample of 66 sample points that would represent the entire country. The OIIC then furnished the names of committees which existed within a 50-mile radius of each sample point, the number of committee members, a rating of the level of activity of the committees, and the date on which the committees had been formed. This information was supplied by both the 11 district offices and by area committee leaders for approximately 600 committees in or near the sample points.

Of these 600 committees, about 100 were eliminated as inappropriate for this research. The committees which were eliminated were those which had three or fewer members, were formed in 1955, or were rated entirely inactive by the area or district. Of the remaining 500 committees, a sample of 109 was chosen which represented all geographical areas, and included approximately the same number of committees in large, medium and small-sized towns. Because we selected as many committees from large cities as from small towns, our sample had a larger proportion of committees from large cities than is found in the total population. This was done, however, in order to ensure having a sufficient number of highly active committees in the sample for statistical analysis (it was known that high activity was more likely in large cities than in small ones), and also in order to be able to compare committees functioning in both large and small towns. Our sample, then, differs from a completely random or representative sample in that it has:

- fewer small committees
- fewer very inactive committees
- fewer committees formed in 1955
- and more committees from large towns.

It is designed to maximize our ability to identify and understand the factors associated with different levels of committee activity, from highly active to virtually inactive.

The OIIC district offices were then asked to furnish lists of the names and addresses of the members of the 109 sample committees. We sent these approximately 800 names to the committee chairmen, telling them of the survey and asking them to confirm the names of the members and to bring the lists up to date. This resulted in a confirmed list of 780 names in the 109 committees which constituted our sample.

Each of the 780 potential respondents was sent a letter explaining the study and telling him to expect to be called for an interview. When the field staff went to the sample points to conduct the interviews, some additional adjustments had to be made. Eleven of the persons on the chairmen's confirmed lists stated that they had never been members of OIIC; 51 said that they were no longer members; and 4 others had only marginal relationships to OIIC. After subtracting these persons, we had an effective sample of 714 persons in 109 committees. The interviewers obtained interviews from 685 persons, or 96% of this final sample. (A summary statement of the OIIC response rate is presented in Table I:11)

OIIC RESPONSE RATE

Table I:1

<u>ORIGINAL SAMPLE</u>		780
<u>Classified non-sample</u>		66
--Never a member of OIIC	11	
--No longer a member of OIIC	51	
--Other	4	
<u>EFFECTIVE SAMPLE</u>		714
<u>Interviews not taken</u>		29
--Respondent absent	14	
--Respondent refused	12	
--Other	3	
<u>INTERVIEWS TAKEN</u>		685

<u>Number of Committees in Original Sample</u>		109
<u>Number of Committees Obtained</u>		109

C. Definition of the Population for Purposes of Analysis

An examination of the committees and the individual committeemen revealed that, although the sample of 109 committees was designed in such a way as to eliminate very small committees and committees which had been formed in 1955, certain additional eliminations had to be made for the purposes of the analysis of activity determinants. Each committee in the sample was reported to have four or more members on its rolls, but it was not possible, for various reasons, to obtain interviews from all respondents. In a few committees, interviews were obtained from less than four respondents. It was decided to retain those committees where interviews were secured from at least three respondents but to eliminate those committees where interviews were secured from only one or two respondents. This elimination resulted in cutting two of the 109 committees from the analysis of activity determinants.

In addition, although each of the committees in the sample had been formed prior to 1955, there were a number of committees where most of the present committee members were quite new to OIIC, having just joined OIIC as replacements for older committeemen. Since we were interested in analyzing determinants of high and low activity for the 12-month period prior to the interviewing of respondents, it was decided to eliminate those committees where most of the members had joined OIIC in 1955. This elimination cut out 11 more committees and left a total of 96 committees, which constituted the sample used in the analysis of activity determinants. These 96 committees contained 620 committeemen, as compared with the original 109 committees which contained 685 committeemen.

A further restriction of the population was made in the cases where questions were asked about chairmen or in cases where only the chairmen were asked a question. In these instances, 7 committees were not included in the analysis: 2 committees in which we were unable to interview the chairman; 2 committees in which the members did not agree among themselves concerning the identify of the chairman; and 3 committees in which the person our records indicated was chairman denied being the committee chairman.

Thus, the sample used generally consisted of 96 committees or 620 members; in the cases where the question involved the chairman, the sample consisted of 89 committees or 529 members.

The reader will note that in many tables the totals do not add to precisely these figures. Committees or individuals whose response was "Not ascertained," have not been included in the relationships presented in this report.

D. The Questionnaire

Extensive preliminary interviews were conducted in New York, New Jersey, Michigan, Ohio, Massachusetts, Pennsylvania and Illinois with permanent staff of OIIC and volunteers at all levels of the organization. On the basis of these interviews, discussions with the OIIC Steering Committee and National Committee, and review of related studies, a questionnaire was designed to produce data both on committeemen's activity in OIIC and on a number of factors which might have an influence on members' activity in the program. (See Appendix A for a copy of the questionnaire.) The questionnaire included questions on the following kinds of variables:

(1) Committee member activity in the program. This was the behavior which the study was designed to investigate. What do committee members do? How do they judge their own activity level in the program? How frequently do committee members engage in the activities assigned to them?

(2) Organizational procedures. These questions dealt with recruiting procedures, the leadership practices of the chairman, committee meetings, committee organization, activity standards, rewards and sanctions, and relations between local committees and higher levels of the OIIC organization.

- a. Recruiting procedures. How are new members brought into OIIC? How are chairmen selected?
- b. Committee chairman's leadership. What does the chairman do to make his committee effective? What are his beliefs about OIIC leadership?
- c. Committee meetings. Are meetings held? How often? What is accomplished? How well do committee members know each other?
- d. Committee organization. How are committees set up? Does each member have a title and a specialized function? Do the members feel that they are part of a team, or just separate individuals who are helping the chairman?
- e. Activity standards. Are there standards of activity? What does the chairman expect? What do committee members think the chairman expects? What do higher levels of OIIC expect?
- f. Rewards and sanctions. Is good performance recognized and rewarded? Is poor performance the occasion for chairman or committee concern?

- g. Relations between local committees and higher levels of OIIC. Do the local committees keep in touch with higher levels of OIIC? How well do committees and higher OIIC understand each other? To what extent do committees rely on higher OIIC for the direction of their programs?

(3) Attitudes and beliefs about OIIC. These questions pertained to members' knowledge of and attitudes toward OIIC.

- a. Knowledge of OIIC. What do members think are the main purposes of OIIC? How well do they feel they understand these purposes?
- b. Importance of OIIC. How important do members feel it is to have the OIIC program? How important do they feel it is that they themselves help carry out the program?
- c. Advantages and disadvantages. What do members feel are some of the advantages to being in OIIC? What do they feel are disadvantages to being in OIIC?
- d. How others view OIIC. To what extent do members feel that others support their membership in OIIC? How much do members feel that higher-ups in their companies, others in their companies, oil men in other companies, and other relevant people endorse their participation in the program?

(4) The personal characteristics of committeemen. These questions concerned a variety of characteristics which a member "brings" with him when he joins the OIIC program, and which might be expected to condition his involvement in the program.

- a. Industry role. Is a member an oil company employee, a distributor, a jobber, or a dealer? How satisfied is he with the oil industry? Does he expect to remain in the industry or does he expect to leave it?
- b. Community role. Does the member live in a large metropolitan community or in a small town? How long has he lived in his community? How deep are his community involvements?
- c. Personal traits. Age? Sex? Education? What interests and skills does the member have which might be relevant to his participation in the OIIC program?

Committee chairmen and committee members were asked essentially the same questions. Where the data concerned chairmen or committeemen specifically, the wording was such that complementary data were obtained. The interviews took from one to three hours, and were conducted in homes or at places of work by the Survey Research Center's professional field staff. The verbatim transcripts of answers were sent to the Center at the University of Michigan, where they were coded and transferred to IBM cards for analysis.

E. Chapter Organization

This report is organized into four parts:

- Part A. Introduction
- Part B. OIIC Procedures as Determinants of Activity.
- Part C. Members' Characteristics as Determinants of Activity.
- Part D. Summary and Conclusions.

A copy of the questionnaire is contained in an appendix.

Part A consists of two chapters: the present introductory chapter and Chapter II, "The Measures Used in this Study." The definitions and uses of the activity indices and of the other types of measures referred to in this report are discussed in Chapter II.

This report does not maintain that there is one major determinant of member activity in the OIIC program. Rather, it is suggested that there are a variety of factors which lead to increased activity in the program. In the chapters of Parts B and C, these factors are examined in turn.

Part B considers the manner in which the organizational practices of OIIC affect the activity of OIIC committees. The chapters contained in Part B are Chapter III, "OIIC Recruitment Procedures"; Chapter IV, "The Chairman's Leadership"; Chapter V, "The Committee as a Group"; and Chapter VI, "Relations with Higher OIIC."

Part C examines the effects of members' attitudes and background characteristics on their activity level in the OIIC program. The chapters contained in Part C are Chapter VII, "The Personal Characteristics of Members of OIIC": and Chapter VIII, "Knowledge and Attitudes about OIIC."

Part D contains a single chapter. Chapter IX, "Summary and Conclusions." It discusses some of the broader implications of the study for the OIIC and for voluntary organizations of comparable structure and characteristics. Readers interested in obtaining an overview of the study before reading the full report should start with the chapter summaries at the ends of Chapters III through VIII, and then should read Chapter IX.

Chapter II

THE MEASURES USED IN THIS STUDY

Among the principal criteria of the effectiveness of an organization are the amount of energy or effort which the members of the organization put into it, and the kind of product which results from this energy or effort. For some organizations this product is visible and easily measured. In a factory, it may take the form of the number of pieces which a machine operator turns out or the number of articles which roll off the assembly line. In an office, the product may be evaluated in terms of the number of letters which are typed or the number of forms which are processed. In a voluntary organization, effort and energy are likely to result in a product less easily measured. Nevertheless, measurement can be made in such terms as the number of hours which a volunteer devotes to the organization or the number of projects which he carries out.

The present study is focused on an analysis of energy or effort put into the OIIC program. Two types of measures are used to evaluate this effort. One of these is the activity of individual committeemen; the second is the average activity of committees as a whole. The purpose of this chapter is to discuss the manner in which measures were constructed and used in the analysis of determinants of OIIC activity.

The chapter is organized as follows: In Section A, "The Activity Measures," the construction and meaning of the two types of activity measures are discussed. Section B, "The Independent Variables," describes other measures used in this study -- the "independent variables" to which the "dependent variable" of activity was related. Like the activity measures, the independent variables are of two types: measures of individuals and measures of committees. Section C, "The Analysis," discusses the manner in which independent and dependent variables were related to one another, and describes the four types of tables used in this report.

A. The Activity Measures

The members were asked four questions which bore on their activity in the OIIC program:

(1) "Were you involved in OIIC throughout the past year, or was most of your OIIC work concentrated at one or two periods during the year?" (The question was framed in this way because, in the scouting phase of the study, it was found that in many committees the only activity took place only during Oil Progress Week or perhaps one other time during the year.)

(2) "Over the past 12 months -- about a 52-week period -- in how many of those weeks would you estimate you had anything at all to do with OIIC?" (The members' responses ranged from those who were not active at any time during the year to those who did at least some OIIC work during all 52 weeks of the year.)

(3) "About how many different activities or projects would you say you were connected with during this period -- less than 10, between 10 and 20, or more than 20?" (The term "activities or projects" was not defined for the respondent. Exactly what constitutes a specific OIIC project is difficult to define, but early scouting indicated that this way of phrasing the question would help to differentiate between those people who were more active and those who were less active in the program.)

(4) "Would you look at this chart and tell me which of these best describes your part in OIIC?" (The respondent was given a chart which contained six categories of activity, ranging from "I have nothing at all to do with OIIC" to "I spend most of my time on OIIC." Our aim here was to obtain an over-all measure of the members' self-perception of their involvement in the program.)

All four of these measures are theoretically independent. A member may see himself as being heavily involved in OIIC and yet spend only a little time at one period of the year on an OIIC project. Another person may do some OIIC work continuously throughout the year, but it may not take much time, and it may not result in his feeling that he is a real part of OIIC. At the same time, all four measures tend to be correlated with each other and all help to provide an over-all picture of a member's involvement in the program. If a member is high on all four of these measures, it is likely that he is genuinely active in the program. If a member is low on all four measures, it is likely that he is quite inactive in the program.

To obtain the individual activity scores, the respondents' answers to each of the four questions were first assigned coded scale values, according to equivalents given in Table II:1. These scale values for the four questions were added to yield the individual activity score. If a respondent's answers indicated highest possible activity on each of the four questions, he received a value

of 7 on each one, and these added up to a total of 28; if his answers indicated the lowest activity on each of the four questions, he received a value of 1 on each one, and these added up to a total of 4. Thus the lowest possible score on the final individual activity index is 4, and the highest possible score is 28.¹

For the group or committee activity scores, a similar technique was used. The median response of the members of each committee to each of the four activity questions was computed.² A value, ranging from 1 to 7, was assigned to each of these medians according to the equivalents given in Table II:1. These scale-values for the four questions were added to yield the committee activity score. The committee activity scores, like the individual activity scores, ranged from 28 for maximum participation in the OIIC program down to 4 for minimum or no participation.³

The frequency distributions of the 96 committees and the 620 individuals at each level of activity from 28 down to 4 are shown in Tables II:2 and II:3. The distributions are, for the most part, fairly even, with a number of committees and a number of individuals falling at most points along the two activity dimensions.

-
- 1 If a member was "NA" or "no answer" on any of the four questions, he was assigned a scale value for that question which was equal to the scale values of the questions for which data were available.
 - 2 The median is the score held by the person who has a score just greater than 50% of all the people in the distribution -- in other words, the midpoint or the typical score. For example, suppose one-third of the members of a committee reported doing OIIC work during 3 weeks of the year, another third said they did OIIC work 6 weeks in the year; and the remaining third did OIIC work 11 weeks. The median response, for that committee, would be 6 weeks.
 - 3 It should be noted that the committee activity scores are averages of the activity scores of the members, rather than a sum of these scores. The sum would give a measure of total committee activity rather than average committee activity. Thus the average activity of a four man committee in a small town might be as high as the average activity of a committee in a metropolitan community, where the number of persons helping out might number one hundred. The actual volume of committee business in large metropolitan communities is, naturally, much larger than the volume of committee business in small towns. It was felt, therefore, that average activity would be much more comparable from community to community than would be total committee activity.

of 7 on each one, and these added up to a total of 28; if his answers indicated the lowest activity on each of the four questions, he received a value of 1 on each one, and these added up to a total of 4. Thus the lowest possible score on the final individual activity index is 4, and the highest possible score is 28.¹

For the group or committee activity scores, a similar technique was used. The median response of the members of each committee to each of the four activity questions was computed.² A value, ranging from 1 to 7, was assigned to each of these medians according to the equivalents given in Table II:1. These scale-values for the four questions were added to yield the committee activity score. The committee activity scores, like the individual activity scores, ranged from 28 for maximum participation in the OIIC program down to 4 for minimum or no participation.³

The frequency distributions of the 96 committees and the 620 individuals at each level of activity from 28 down to 4 are shown in Tables II:2 and II:3. The distributions are, for the most part, fairly even, with a number of committees and a number of individuals falling at most points along the two activity dimensions.

-
- 1 If a member was "NA" or "no answer" on any of the four questions, he was assigned a scale value for that question which was equal to the scale values of the questions for which data were available.
 - 2 The median is the score held by the person who has a score just greater than 50% of all the people in the distribution -- in other words, the midpoint or the typical score. For example, suppose one-third of the members of a committee reported doing OIIC work during 3 weeks of the year, another third said they did OIIC work 6 weeks in the year; and the remaining third did OIIC work 11 weeks. The median response, for that committee, would be 6 weeks.
 - 3 It should be noted that the committee activity scores are averages of the activity scores of the members, rather than a sum of these scores. The sum would give a measure of total committee activity rather than average committee activity. Thus the average activity of a four man committee in a small town might be as high as the average activity of a committee in a metropolitan community, where the number of persons helping out might number one hundred. The actual volume of committee business in large metropolitan communities is, naturally, much larger than the volume of committee business in small towns. It was felt, therefore, that average activity would be much more comparable from community to community than would be total committee activity.

Tables II:2 and II:3 also show the grouping of committees and individuals into four activity groups: high active, medium active, low active, and inactive. The groupings were made as follows:¹

- a. High active individuals or committees: scores of 23 to 28.
- b. Medium active individuals or committees: scores of 17 to 22.
- c. Low active individuals or committees: scores of 11 to 16.
- d. Inactive individuals or committees: scores of 4 to 10.

A summary description of the "average" responses of high active, medium active, low active, and inactive individuals and committees is contained in Tables II:4 and II:5. Inspection of these tables will show that there are large and consistent differences among the 4 types of individuals, and among the 4 types of committees. These tables are particularly helpful in enabling the reader to attain an easy and clear picture of the four levels of activity. For example, Table II:5 shows that the average member of a high active committee reports that he was involved in OIIC throughout the past year, had something to do with the program about 20 weeks during the year, was connected with about 10 to 20 projects, and felt that he was "often" or "very often" connected with the program. This may be compared with the inactive committee, in which the average member reports that he was involved in OIIC during no periods of the year, had something to do with the program during no weeks of the year, took part in no projects, and felt that he "seldom" or "never" had anything to do with OIIC.

1 It will be noted that committees and individuals in the same activity bracket have the same scores. However, this does not mean that all high active individuals are in high active committees, or that high active committees contain only high active individuals. Committee activity, it will be recalled, is a measure of average or median activity of the individual members in the committee.

THE ACTIVITY SCALES

Table II:1

Questions, scores and code categories used to derive the
committee and individual activity scores

1. Were you involved in OIIC throughout the past year, or was most of your OIIC work concentrated at one or two periods during the year? (Q. D8)

<u>Score</u>	<u>Code Category</u>
7	Throughout the year
5	Mixed
3	One or two periods
1	At no time during the year

2. Over the past 12 months--about a 52-week period--in how many of those weeks would you estimate you had anything at all to do with OIIC? (Q. D9)

<u>Score</u>	<u>Code Category</u>
7	20 or more weeks
6	11-19 weeks
5	8-10 weeks
4	5-7 weeks
3	3-4 weeks
2	1-2 weeks
1	0 weeks

3. About how many different activities or projects would you say you were connected with during this period--less than 10, between 10 and 20, or more than 20? (Q. D10)

<u>Score</u>	<u>Code Category</u>
7	More than 20 projects
5	10-20 projects
3	1-9 projects
1	0 projects

4. Would you look at this chart and tell me which of these best describes your part in OIIC? (Q. D11)

<u>Score</u>	<u>Code Category</u>
7	Often or very often work with OIIC
5	Occasionally work with OIIC
3	Have very little to do with OIIC
1	Have nothing at all to do with OIIC

INDIVIDUAL ACTIVITY

Table II:2

Distribution of members by activity scores

<u>Activity Score</u>	<u>Number of Members</u>	
28	70	} 191 High Active Members
27	6	
26	38	
25	14	
24	38	
23	25	
22	22	} 142 Medium Active Members
21	18	
20	20	
19	31	
18	20	
17	31	
16	24	} 150 Low Active Members
15	23	
14	33	
13	43	
12	5	
11	22	
10	8	} 137 Inactive Members
9	0	
8	40	
7	0	
6	47	
5	0	
4	42	

COMMITTEE ACTIVITY

Table II:3

Distribution of committees by activity scores

<u>Activity Score</u>	<u>Number of Committees</u>	
28	3	} 22 High Active Committees
27	0	
26	8	
25	4	
24	4	
23	3	
22	5	} 26 Medium Active Committees
21	2	
20	5	
19	5	
18	5	
17	4	
16	7	} 30 Low Active Committees
15	1	
14	9	
13	8	
12	1	
11	4	
10	1	} 18 Inactive Committees
9	0	
8	5	
7	1	
6	7	
5	1	
4	3	

FOUR KINDS OF OIIC MEMBERS

Table II:4

Median response of members to questions used in the construction of the individual activity scores

<u>Question.¹</u>	<u>High Active Members</u>	<u>Medium Active Members</u>	<u>Low Active Members</u>	<u>In- Active Members</u>
Were you active throughout the year or mainly at 1 or 2 periods? (Q. D8)	Through- out the year	Mixed	Mainly at 1 or 2 periods	0 periods
How many weeks were you active during the year? (Q. D9)	20 weeks	9 weeks	3 weeks	0 weeks
How many projects were you connected with during the year? (Q. D10)	10-20 projects	1-9 projects	1-9 projects	0 projects
All in all, how often were you involved in OIIC? (Q. D11)	Often or very often	Often	Occasion- ally	Seldom or never
<u>Number of OIIC Members</u>	(163)	(170)	(181)	(106)

1 To facilitate presentation on this table the questions have been abbreviated and paraphrased. The exact wording is given in Appendix A.

FOUR KINDS OF OIIC COMMITTEES

Table II:5

Median response of committees to questions used in the construction of committee activity scores

<u>Question:</u> ¹	<u>High Active Committees</u>	<u>Medium Active Committees</u>	<u>Low Active Committees</u>	<u>In- Active Committees</u>
Were you active throughout the year or mainly at 1 or 2 periods? (Q. D8)	Throughout the year	Mixed	Mainly at 1 or 2 periods	0 periods
How many weeks were you active during the year? (Q. D9)	20 weeks	9 weeks	3 weeks	0 weeks
How many projects were you connected with during the year? (Q. D10)	10-20 projects	1-9 projects	1-9 projects	0 projects
All in all, how often were you involved in OIIC? (Q. D11)	Often or very often	Often	Occasionally	Seldom or never
<u>Number of OIIC Committees</u>	(22)	(26)	(30)	(18)

1 To facilitate presentation on this table the questions have been abbreviated and paraphrased. The exact wording is given in Appendix A.

B. The Independent Variables

The independent variables -- i.e., those to which the activity scores were related -- included, like the activity scores themselves, both individual measures and committee measures. An individual measure for a particular question was simply the coded response of each respondent to the question. A committee measure was a value derived from the responses of the members of the committee, and considered as typical of the committee as a whole.¹

The committee measures were of three types:

a. Median response. The coded answers of all the members of a committee were arranged in order -- e.g., the persons "highly satisfied with the oil industry" were put at the top of a list; then followed the persons who were "moderately satisfied"; next those who were "neutral"; and so forth. The response of the person in the middle of the distribution -- the median -- was taken as typical of the committee and used as a measure of the committee as a whole.

b. Proportions. Where the answers to a question could not be ranked from high to low, the proportion of persons in the committee who gave one of the possible alternative responses to the question was computed for each committee. For example, one question asked the respondent whether he was asked to join OIIC by his boss, a professional OIIC man, or by someone else. In each committee, the proportion of members who replied, "Asked by my boss," was computed and used as a measure of the committee's response to the question. Thus, in some committees 10 per cent of the members might have given this response, while in others 40 per cent may have reported that their bosses asked them to join OIIC.

c. Chairman response. Some questions could be asked appropriately only of the chairman. In these instances, the chairman's responses were taken as the best available information about the committee, and accordingly were considered as a committee measure. For example, in Chapter VI, only the chairmen were asked about the committee's relations with higher levels of OIIC. Therefore, in

1 A note of caution concerning the phraseology used in this report: To avoid cumbersome expressions, we speak as if the committees are homogeneous units. We say, "The committee reports that....," or "The committee's response is....," and so forth. However, our measures of committees are averages or proportions of the responses of the individual members in the committee, and the response attributed to the committee is not necessarily held by all committee members.

each committee, the chairman's response was taken as a kind of committee measure about relations between the local level and higher OIIC.¹

-
- 1 In cases where the chairman's response was used as a committee measure, committees whose chairman's response was "NA" or "not ascertained" were not included in the analysis of that question. Similarly, members whose response to a question was NA were not included in the computation of medians or proportions.

C. The Analysis

The kind of measures used in each chapter depend upon the determinants of activity which were being studied:

(1) The committee activity scores were used when we wanted to study how activity in OIIC was affected by practices of the committee as a whole or procedures of the over-all organization. This is the type of activity studied primarily in the chapters of Part B, "OIIC Procedures as Determinants of Activity."¹ Wherever committee activity was the dependent variable, the independent variables (such as recruitment practices, leadership style, relations between the chairman and higher OIIC, etc.) were measured by one of the three types of committee measures defined above. For example, one of our interests was in studying how a committee's activity is influenced by the "cohesiveness" of the group. To do this, we took as a measure of group cohesiveness the median response of all members of the committee to the question, "Do you have a lot in common with the other committee members?" The analysis, then, consisted of a comparison between the median committee activity score (grouped into the categories of "high active," "medium active," "low active," and "inactive") and the median committee response about feelings of commonality.

(2) The individual activity scores were used when we wanted to study how activity in OIIC was affected by individual attitudes or individual background variables. This is the type of activity studied primarily in Part C, "Members' Characteristics as Determinants of Activity." Wherever individual activity was the dependent variable, the measures of the independent variables (such as attitudes toward OIIC and toward the oil industry, feelings of social support for OIIC membership, job, age, sex, etc.) were simply the responses of each member to the questions, grouped if necessary to create categories of interest. For example, in studying the relation of status to activity, we took as a measure of status the number of persons supervised by the respondent. The analysis consisted of a comparison of the individual activity scores (grouped as "high active," "medium active," "low active," and "inactive") of those

1 Although for reasons of consistency it was originally desired to present only committee measures in Part B, this did not prove possible. In several instances, where it seemed necessary to provide detailed breakdowns, the advantage of using 620 individuals as compared to 96 committees dictated presenting the data as a comparison of individual measures. These exceptions can be clearly recognized in each instance from the format of the tables.

respondents who supervised 3 or fewer persons with the activity scores of those respondents who supervised 4 or more persons.¹

There are four types of tables which are presented in this report:

1. Relationships between activity and other variables, using percentages.

Tables of this type are presented most frequently. They show the percentage of each activity group -- high active, medium active, low active, or inactive -- who give a certain response to the question being considered. The four activity groups are generally listed across the top of the table, and categories of the independent variable (i.e., categories derived from the question being studied in relation to activity) are listed at the left side of the table. A positive relationship is said to exist when a response is reported by active groups to a greater extent than by less active groups (i.e., in reading across a line of per cents on the table, the per cents are higher for the high active and medium active groups than those for the low active and inactive groups). If the per cents, reading across, are all about the same, the table shows no relationship.

In preparing tables based on individual measures, the responses to a question have generally been grouped into a few categories, so that the relationship becomes easily apparent. For example, the answers to the question, "How well do you feel you understand the purposes of the OIIC program?" have been grouped as follows: in one group are all responses ranging from "pretty well" to "very well"; in a second group are all responses ranging from "just fair" to "not at all." The grouping, however, was not arbitrary. Two considerations govern the choice of the combinations put into each category: (a) An attempt was always made to group the responses into just two categories, in such a manner that about half the persons in the sample would fall into one category and about half would fall into a second category. Of course, the distribution of responses was often such that an equal split of the sample was not possible; however, the split made was the one closest to such an ideal. (b) More than two categories were presented only when it was judged that the combination into two categories would mask interesting results.

1 Had this analysis been conducted on the committee level, rather than on the individual level, the comparison would have been made between the median number of persons supervised in each committee, and the committee activity score.

A similar procedure was used in preparing tables based on committee measures. Where the committee measure was a median, those committees having relatively high medians were compared with an approximately equal number of committees having relatively low medians. Where the committee measure was a proportion, those committees with relatively high proportions were contrasted to those with relatively low proportions. For example, in Table III:3, the activity of committees in which 20-100% ("high proportion") of the committee's members were asked to join OIIC by their boss was contrasted to committees in which 0-19% ("low proportion") of the committee's members were asked to join by their boss.¹ It might seem strange that, as in the example just cited, "high proportion" may include committees in which as few as 20% of the members give the response in question. Similarly, in other cases which may be found in various tables of the report, "low proportion" may be defined as, say, 0-70% of a committee's members. Proportions differ from table to table in order to follow the rule that an equal number of committees should fall into each of the two categories. In any table in which the committee measure used was a proportion, a note is presented to define the per cent of a committee's members called "high proportion" in that table, and likewise the per cent called "low proportion." However, the reader will be safe in all cases if he simply interprets these measures as indicating a group of committees who are relatively high, and a group of committees who are relatively low in the response being tabled.

2. Relationships between activity and other variables, using tetrachoric correlation coefficients

These tables contain one or more correlation coefficients, each summarizing in a single figure a relationship which would be shown by a set of percentages in tables of the first type. The values of the coefficients have a possible range of from +1.0 to -1.0. A value of 1.0 indicates a perfect positive relationship -- in other words, the person or committee scoring highest on the question was also the highest in activity, the second highest on the question was the second highest in activity, etc. As positive association decreases, the value of the coefficient decreases, until it reaches 0.0. At this point, there is no relationship between the answers to the question and OIIC activity. If a low score on the question is associated with high activity, the coefficient is negative.

1 These per cent values, defining high and low proportion, must not be confused with the per cents in the body of the tables.

3. Relationships between two independent variables

In these tables, activity is not one of the measures being compared. Occasionally, it is thought of interest to amplify a relationship with activity by presenting a further table, showing how the question related to activity is related to some other variable of interest. For example, Table VII:9 shows a relationship between individual activity and satisfaction with the oil industry; this is followed by Table VII:10, showing the extent to which oil company employees differ from other OIIC members in their degree of satisfaction with the oil industry.

4. Frequency distributions

These tables differ from the above three types in that relationships are not presented; rather the full distributions of responses to several similar questions are presented, in order to allow a comparison of the responses to these questions.¹ For example, Table VIII:6 allows one to see which advantages are most frequently seen as connected with OIIC membership, and which advantages are least frequently seen as connected with OIIC membership. The values in frequency distributions should not be interpreted as being representative of OIIC as a whole. This is because the sampling design of the study necessitated an overweighting of high active committees in order to meet the primary objective of the study, i.e., finding factors which differentiate more active from less active committees.²

1 Since the frequency distributions present complete responses to the questions, responses of "NA" or "not ascertained" are included in the tables. This is in contrast to the procedure used in the other types of tables, in which NA responses are excluded from all computations or tabulations.

2 See the discussion of sampling design in Chapter I.

Chapter III

OIIC RECRUITMENT PROCEDURES

How important is the process of recruitment in determining a committee's activity?¹ Some people may feel that the manner in which a person is recruited is of small consequence so long as he becomes a member. They argue that the important thing is to get a person into OIIC, and then let the experience of membership and the pressures brought to bear by the chairman and by other members do the job of keeping him highly active and involved in the organization. Others feel that the process of recruitment colors a member's initial perceptions of OIIC and conditions the extent to which he will later become involved in the OIIC program. In this chapter, evidence will be presented which suggests that members' earliest experiences with OIIC -- before they join the committee -- may influence the subsequent level of activity of the committee.

The essential problem involved in the recruitment of members is involved also in the selection of OIIC chairmen: Does the manner in which chairmen are selected have any significance for committee activity, and, if so, in what respects?

Some of the important aspects of the recruitment or selection process which were investigated in relation to OIIC activity are: who does the recruiting? how do they go about it? why are certain persons chosen rather than others? In this chapter we shall explore these problems, studying the relations to committee activity of questions such as the following:

- Who are the recruitment agents?
- How are potential members approached?
- What techniques are used to convince the potential member that he, himself, is needed in OIIC?
- Who are the persons involved in the selection of chairmen?
- By what method is the chairman appointed?
- What criteria are used to determine whether or not a person is qualified to be an OIIC chairman?

1 It should be noted that the data presented in this chapter do not bear on the question of the determinants of recruitment per se. Rather our interest is in the influence of the recruitment procedures used on the activity of the committee.

A. Who Does the Recruiting?

Most people are asked to join OIIC; relatively few volunteer themselves. This is not to say that oilmen do not want to be members of OIIC. What it does mean is that almost all members were exposed to some sort of recruitment process.

Who are the persons who ask the potential member to join OIIC? The answer depends upon the size of the community in which the committee is located. In cities of 25,000 population or over, oilmen are most frequently asked to join by someone of higher status in their own oil company; in cities of less than 25,000 population, oilmen are generally asked by someone in a different company or by a professional OIIC man: (Table III:1)

(1) 54% of members in cities over 25,000 are asked to join by someone of higher status in their company; while only 30% of members in cities under 25,000 are asked by someone of higher status in their company.

(2) 40% of members in cities over 25,000 are asked by someone in a different company or by a professional OIIC man; while fully 65% of members in cities under 25,000 are asked by someone in a different company or by a professional OIIC man.

(3) 6% of members in cities over 25,000 are asked to join by a professional OIIC man; while in cities under 25,000, three times as many members, i.e., 18%, are asked to join by a professional OIIC man.

Do these patternings have any significance for OIIC other than convenience? In other words, are there reliable differences in activity among committees according to the type of person who typically does the recruiting? The findings indicate such differences do exist:

(1) The high active committees more often report that their members were recruited by someone in their own oil company. 82% of high active committees report that the person who asked them to join was from their own company, while only 56% of inactive committees report this. (Table III:2)

(2) The high active committees more often report that their members were recruited by their own immediate supervisor. 86% of high active committees report that the person who asked them to join was their own supervisor, while only 39% of inactive committees report this. (Table III:3)

The committees were also asked whether the chairman of the committee had anything to do with recruitment. Table III:4 shows

that in most high active committees the chairman has something to do with bringing new members into the group, but that in almost all inactive committees he has nothing to do with the recruitment.

This result should not be construed as implying that the chairman should do all of the recruiting himself. For one thing, such an interpretation would be inconsistent with the finding that the most favorable situation for recruitment occurs when higher status persons in one's own company ask a person to join OIIC, since most OIIC committees consist of members from a number of different companies. Secondly, data obtained from the 44 chairmen who reported that they had some role in recruiting indicate, surprisingly enough, that the chairmen who report recruiting more than three members are most likely to be in the inactive committees. (Table III:5) Although the size of this sample is small, the result suggests that the optimum situation may be one in which the chairman takes some responsibility, but not all, in recruiting.

RECRUITMENT AGENT, BY CITY SIZE

Table III:1

Relationship between size of city and individual response to questions: "Was the person who asked you to join OIIC someone from the same oil company you are connected with, someone from a different oil company, or a professional OIIC man?" (Q. B4) (IF SAME COMPANY:) "Was he someone at a higher level than you, someone at your level, or someone at a lower level than you?" (Q. B5)

<u>Recruitment agent:</u>	<u>Cities Over 25,000</u>	<u>Cities Under 25,000</u>
In same company, at a higher level	54%	30%
In same company, at same or lower level	6	5
In different company	34	47
Professional OIIC man	<u>6</u>	<u>18</u>
Total	100%	100%
Number of Individuals	(371)	(162)

WHO DID THE RECRUITING

Table III:2

Relationship between committee activity and committee response to question: "Was the person who asked you to join OIIC someone from the same oil company you are connected with, someone from a different oil company, or a professional OIIC man?" (Q. B4)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
<u>High</u> proportion asked by someone in same oil company	82%	65%	33%	56%
<u>Low</u> proportion asked by someone in same oil company	<u>18</u>	<u>35</u>	<u>67</u>	<u>44</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

NOTE: High proportion is defined here as 50% to 100% of a committee's members; low proportion is defined as 0-49%.

WHO DID THE RECRUITING

Table III:3

Relationship between committee activity and committee response to question: "Was he (the person who asked you to join OIIC) the person immediately over you?" (Q. B5a)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
<u>High proportion asked by boss</u>	86%	73%	37%	39%
<u>Low proportion asked by boss</u>	<u>14</u>	<u>27</u>	<u>63</u>	<u>61</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

NOTE: High proportion is defined here as 20% to 100% of a committee's members; low proportion is defined as 0-19%.

CHAIRMAN'S PART IN RECRUITING

Table III:4

Relationship between committee activity score and chairman response to question: "Did you have anything to do with bringing any of the members of your committee into OIIC?"
(Q. H8)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Helped bring members into OIIC	71%	54%	54%	19%
Did not help bring members into OIIC	<u>29</u>	<u>46</u>	<u>46</u>	<u>81</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(24)	(28)	(16)

NUMBER OF MEMBERS CHAIRMAN HELPED RECRUIT

Table III:5

Relationship between committee activity score and chairman response to questions: "Did you have anything to do with bringing any of the members of your committee into OIIC?" (Q. H8) (IF YES:) "How many members was that?" (Q. H9)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
Chairman recruited 1-3 members	50%	42%	36%	33%
Chairman recruited more than 3 members	<u>50</u>	<u>58</u>	<u>64</u>	<u>67</u>
Total	100%	100%	100%	100%
Number of Committees ¹	(14)	(12)	(14)	(3)

- 1 Does not include 43 committees in which chairmen took no part in recruiting.

B. How Members Are Recruited

The key factor in recruitment, from the standpoint of creating favorable conditions for committee activity, is the motivation of the new member. All new members have in common sufficient motivation to join OIIC; otherwise they would not have done so. But the sources of that motivation and its strength vary greatly among members. For example, consider the case of a member who joins without knowledge or interest in OIIC, merely because he was asked by a person whom he could not gracefully refuse. This new member enters the organization with scarcely enough motivation to carry him over the starting line. Moreover, the source of his motivation to join lies only in satisfying the recruiter, so that there is no reason to predict any initial motivation to be active in the organization.

By contrast, consider the case of a new member who has been brought into OIIC by becoming convinced that he is needed and wanted by persons already members, that he will have unusual opportunities to utilize and develop many of his own skills, and that the goals of OIIC are important to his own welfare as a citizen and as an employee of the oil industry. His motivation to join is much stronger than that of the person in our first example, and the sources of his motivation are more varied and enduring. We would therefore predict for him a powerful impetus toward activity.

This general approach is borne out by several findings in this study:

(1) It would seem logical that persons who had the workings and purposes of OIIC explained to them before they joined would be more likely to be motivated to be active in OIIC than those who joined with little or no advance knowledge of OIIC. The latter have not had the opportunity to decide how the goals of OIIC might relate to their own aspirations. Table III:6 shows a direct relationship between committee activity and knowledge of OIIC prior to joining the committee. 82% of high active committees report that they had knowledge of OIIC prior to joining the committee, while only 39% of inactive committees report prior knowledge.

(2) Chairmen of successful committees say that they get members to come into OIIC by "motivating them," "selling them," and "explaining the program to them." In contrast, the chairmen of less active committees more frequently report that they use relatively passive methods -- letters, meetings, or contacting companies and asking them to send someone. 60% of chairmen of high active committees report that their approach was "motivating, selling, or explaining the program"; while no chairmen in inactive committees report this. (Table III:7) (This question was asked only of the 44 chairmen who took some part in recruiting members.)

(3) Approaching the new member personally is another practice which separates the more active committees from the less active. In 82% of high active committees, most members report that they were personally asked to join; while only 56% of inactive committees report this. (Table III:8) Personal contact is likely to make the potential member feel that his help is really needed, rather than that OIIC is carrying out a broad campaign simply to get as many members as possible. And in many cases, the fact that the trouble has been taken to seek his membership through a personal request is likely to make the oilman feel that persons whose opinions he values are giving strong support to his being in OIIC.

The interpretation that personal contact is valuable when it implies the social support of persons whose opinions are valued is supported by two other findings. First, it was found that personal contact is associated with high committee activity only in the larger cities, and that in small towns requests in group meetings appear more effective. (Table III:9) The second finding is the one mentioned above in Table III:1, namely, that recruiting by someone in a different company or by a professional OIIC man is most frequently reported in the smallest towns. It appears, then, that in small towns, where individual recruiting is probably usually done by relative strangers, the group meeting, in which the recruit's decision is supported and facilitated by his friends and coworkers, is a motivating technique superior to personal contact by the "stranger." Whether in small or in large cities, effective recruitment occurs when a potential member feels that there is support for his joining OIIC from persons with whom he already has some positive interpersonal relationships.

A further note seems required here on the question of motivation to be in OIIC, although this topic will be considered again in other chapters. The potential for positive motivation to do OIIC work is widespread. As was mentioned in the introduction, the design of the study necessitated an oversampling of the high active committees of OIIC, and therefore, for the most part, overall frequencies to the questions asked in this study are not being reported. Nevertheless, it is of interest to note that over three-quarters of the members studied feel it is important to have the OIIC program, and that it is important for people like them to be in the OIIC program.

KNOWLEDGE OF OIIC PRIOR TO JOINING

Table III:6

Relationship between committee activity and committee response to question: "Had you heard about OIIC before you joined it?" (Q. B2):

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
<u>High proportion heard of OIIC before joining</u>	82%	69%	50%	39%
<u>Low proportion heard of OIIC before joining</u>	<u>18</u>	<u>31</u>	<u>50</u>	<u>61</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

NOTE: High proportion is defined here as 61% to 100% of a committee's members; low proportion is defined as 0-60%.

CHAIRMAN'S RECRUITING METHOD

Table III:7

Relationship between committee activity score and chairman response to question: "How did you go about getting them to come into it?" (Q. H10)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
By motivating them, selling them, explaining the program to them	60%	17%	35%	0%
By other methods--letters, meetings, contacting companies and asking them send someone, etc.	<u>40</u>	<u>83</u>	<u>65</u>	<u>100</u>
Total	100%	100%	100%	100%
Number of Committees ¹	(15)	(12)	(14)	(3)

1 Does not include 43 committees in which chairmen took no part in recruiting.

HOW ASKED TO JOIN

Table III:8

Relationship between committee activity and committee response to question: "Were you asked to join as an individual, or at a group meeting, or by mail, or what?" (Q. B6)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
<u>High</u> proportion asked as an individual	82%	65%	37%	56%
<u>Low</u> proportion asked as an individual	<u>18</u>	<u>35</u>	<u>63</u>	<u>44</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

NOTE: High proportion is defined here as 50% to 100% of a committee's members; low proportion is defined as 0-49%.

HOW ASKED TO JOIN OIIC
(CITY SIZE HELD CONSTANT)

Table III:9

Tetrachoric correlations, in cities of three sizes,
between committee activity and committee response
to question: "Were you asked to join as an individ-
ual, or at a group meeting, or by mail, or what?"
(Q. B6)

<u>Size of city:</u>	<u>Tetrachoric Correlation</u>	<u>Number of Committees</u>
Over 100,000	+.32	(33)
10,000-100,000	-.08	(40)
Under 10,000	-.47	(23)

NOTE: A positive correlation means that high committee activity is associated with being asked as an individual; a negative correlation means that high committee activity is associated with being asked in a group or by mail.

C. Why Members Feel They Are Chosen

The more active committees are those in which a relatively high proportion of members report that they were chosen because their skills or their jobs made them potentially appropriate members of OIIC. (Table III:10)

Examples of jobs or roles reported as reasons by members of high active committees are:

- I'm in public relations.
- It's part of my job to promote the oil industry.
- I have a lot of contacts with people in the oil industry.
- It's expected of someone in my high position.

Examples of personal abilities reported as reasons by high active committees are:

- I'm good at this sort of thing.
- I'm a good speaker.

In contrast, members of inactive or low active committees were not as likely to report that they were chosen because of their own personal appropriateness for the position. Rather, the typical reason given was that everyone was asked, implying that very little consideration was given to what particular individual would be most suitable for OIIC membership. Less than half as many of the low active committee members, as compared with the high active members, reported related jobs or roles as reasons for their selection. Their reasons, for example, include the following:

- They tried to get anyone they could get into it.
- They asked everyone in the oil industry.
- Somebody has to do it.
- They wanted someone from my company.
- I really don't know why they wanted me.

It is of interest to see whether the reasons the chairmen say they took into account in selecting members are related to committee activity in the same manner as are the reasons for selection reported by the members themselves. According to Table III:11, in contrast to the result obtained from the members (Table III:10), there is no relationship between the chairman's statement that he selected members on the basis of role-relatedness or skill-appropriateness and committee activity. This might suggest that the successful chairman selects whichever individuals he can persuade to join, but that he makes persons feel that they are asked because they can make some unique contribution to the committee. It must be remembered, however, that the data of the members' report are much more

reliable than the data of the chairmen's report; 620 members were asked why they thought they were selected, but only 44 chairmen (those who said they took some role in recruitment) were asked what considerations they took into account in recruiting members. Considering the two tables together, then, we may conclude that members of high active committees are either chosen with an eye to their role and skill appropriateness, or else the recruitment was done in such a manner that the members were made to feel that their skills and positions made them appropriate for OIIC work. In either case, the importance of job-relatedness and skill appropriateness are underscored.

WHY ASKED TO JOIN

Table III:10

Relationship between committee activity and committee response to question: "Why do you think you were asked rather than someone else?" (Q. B7)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
<u>High</u> proportion mention related jobs or skills	68%	54%	23%	28%
<u>Low</u> proportion mention related jobs or skills	<u>32</u>	<u>46</u>	<u>77</u>	<u>72</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

NOTE: High proportion is defined here as 60% to 100% of a committee's members; low proportion is defined as 0-59%.

HOW CHAIRMAN DECIDES WHO TO RECRUIT

Table III:11

Relationship between committee activity and chairman response to question: "How did you decide which ones to ask to come into it?" (Q. H11)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>		
	<u>High active</u>	<u>Medium active</u>	<u>Low and Inactive</u>
Selected persons on basis of job or skill appropriateness	60%	64%	60%
Did not select persons on basis of job or skill appropriateness	<u>40</u>	<u>36</u>	<u>40</u>
Total	100%	100%	100%
Number of Committees ¹	(25)	(14)	(5)

1 Does not include 43 committees in which chairman took no part in recruiting.

D. Selection of OIIC Chairmen

The previous sections of this chapter were concerned with the recruitment of persons into OIIC. In this section, a related topic is considered: the procedures used in choosing and appointing OIIC chairmen.

OIIC chairmen are chosen in various ways. In some cases, there is regular chairman rotation; in other cases, rotation is not practiced. Sometimes particular attention is paid to selecting chairmen with special qualifications for the job; but sometimes it is felt that all OIIC members are more or less qualified to hold the position of chairman and that the important consideration is whether a person is willing to serve. Sometimes chairmen are appointed by someone outside the committee or by the previous chairman; sometimes chairmen are elected by the members of the committee itself. What implications do these various ways of choosing chairmen have for the activity level of OIIC committees?

The high active committees tend to have chairman rotation -- the same person does not start as chairman and remain chairman year in and year out. By contrast, the inactive committees less often have chairman rotation -- in such committees there is little evidence of any regular procedure for choosing new chairmen, putting people in different roles or positions, etc. This is supported by the data presented in two tables:

(1) 100% of the chairmen of high active committees report that they were not the committee's first chairman, while only 67% of the chairmen of inactive committees report this. (Table III:12)

(2) 75% of chairmen of high active committees report that they have not been chairmen ever since they started in OIIC, while only 44% of chairmen of inactive committees report this. (Table III:13)

Some of the same kinds of practices which enter into the recruitment of high active committee members also enter into the selection of high active chairmen. As pointed out earlier in this chapter, more high active members than inactive members feel they were chosen because of their role and skill appropriateness to do OIIC work. Similarly, 55% of the chairmen of high active committees report that they were chosen as chairmen because their jobs or skills made them appropriate to take charge of an OIIC committee, while only 27% of the chairmen of inactive committees gave these reasons. (Table III:14) For example, among the reasons mentioned by high active chairmen were:

-- I think I was selected because the increase in their programming needed a man with the ability to be able to assign work and still be able to get along with the men; also I think it needed a man who was thorough on details.

- Due to my long service with the industry and the fact that I knew the field.
- My job is public relations; that makes me good for OIIC work.
- The kind of job I have, I suppose. The interest I displayed in committee work.

By contrast, few chairmen of low active or inactive committees mentioned such reasons for being selected as chairmen. They were much more likely to give primarily passive or negative reasons for being selected, such as:

- I was just drafted. No one else would take the job.
- That I couldn't say. I wish they would have asked someone else.
- Being new and others had served their term as chairman, I was railroaded.
- They had to have a goat.

Not only is it important that OIIC chairmen be chosen for the "right" reasons, but it is also important that they be chosen in the "right" way. As shown in Table III:15, the method of election seems to have the best results. 62% of the chairmen in high active committees specifically mentioned elections as the method used to bring them into office; only 6% of the chairmen in inactive committees mentioned elections.

One of the advantages of the election method is that it fosters group involvement. Elections might not always be feasible during the initial formation of an OIIC committee, but after the committee has been underway for a period, holding elections tends to give members a feeling that they have some "say" or control over what goes on in the organization. Other studies have shown that this factor often has marked effects in producing high participation and involvement in an organization. (The positive effects of group involvement are pointed out in greater detail in Chapter V, "The Committee as a Group.")

Thus, both the "right" reasons and the "right" method go into the selection of successful OIIC chairmen. In Table III:16, the combined effects of these two factors are presented and an even more striking relationship with committee activity is found. In high active and medium active committees, a large majority of the chairmen (82%) were selected for reasons of role or skill appropriateness and were elected rather than appointed to the position. In low active and inactive committees, the reverse is found -- a majority of the chairmen in such committees (67%) were selected for passive or inappropriate reasons and were appointed rather than elected to the position.

WAS CHAIRMAN COMMITTEE'S FIRST CHAIRMAN?

Table III:12

Relationship between committee activity score and chairman response to question: "Were you the first chairman of this committee, or was someone else chairman before you?"
(Q. H2)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Someone else was chairman before me	100%	87%	57%	67%
I was committee's first chairman	<u>0</u>	<u>13</u>	<u>43</u>	<u>33</u>
Total	100%	100%	100%	100%
Number of Committees	(19)	(23)	(28)	(15)

WHEN CHAIRMAN STARTED IN OIIC

Table III:13

Relationship between committee activity score and chairman response to question: "Have you been chairman of this committee ever since you started in OIIC?" (Q. HL)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Have <u>not</u> been chairman since my start in OIIC	75%	79%	43%	44%
Have been chairman since my start in OIIC	<u>25</u>	<u>21</u>	<u>57</u>	<u>56</u>
Total	100%	100%	100%	100%
Number of Committees	(20)	(24)	(28)	(16)

CRITERIA FOR CHOOSING CHAIRMAN

Table III:14

Relationship between committee activity score and chairman response to question: "Why do you think you were selected as chairman rather than someone else?" (Q. H4)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Had related job or appropriate skills (in public relations, good speaker, etc.)	55%	48%	29%	27%
They asked everyone; they tried to get anyone they could get	<u>45</u>	<u>52</u>	<u>71</u>	<u>73</u>
Total	100%	100%	100%	100%
Number of Committees	(20)	(23)	(28)	(15)

METHOD FOR CHOOSING CHAIRMAN

Table III:15

Relationship between committee activity score and chairman
response to question: "How did you happen to become
chairman of this committee?" (Q. H3)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Mentions elections	62%	13%	36%	6%
Does not mention elections	<u>38</u>	<u>87</u>	<u>64</u>	<u>94</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(24)	(28)	(16)

COMBINED EFFECT OF METHOD AND
CRITERIA FOR CHOOSING CHAIRMAN

Table III:16

Relationship between committee activity and chairman response to questions: "How did you happen to become chairman of this committee?" (Q. H3) "Why do you think you were selected as chairman rather than someone else?" (Q. H4)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			<u>Number of com- mittees</u>
	<u>High and medium active</u>	<u>Low active and in- active</u>	<u>Total</u>	
Selected for the "right" reasons and in the "right" way	82%	18	100%	(11)
Selected for the "right" reasons but in the "wrong" way	61%	39%	100%	(28)
Selected for the "wrong" reasons but in the "right" way	47%	53%	100%	(17)
Selected for the "wrong" reasons and in the "wrong" way	33%	67	100%	(33)

NOTE: "Right reasons" is defined here as mention of job relatedness or skill appropriateness; "right way" is defined as mention of elections.

E. Summary and Conclusions

Some determinants of committee activity date back to a time before members are asked to join. The selection of the proper type of committee personnel, and the manner in which such persons are asked to join, appear to influence the subsequent activity of the committee. Among the important factors are:

(1) The recruitment agent. The more active committees are the ones in which persons are asked to join by someone important to the potential member, e.g., persons in his company at a higher status level than himself. Active committees have chairmen who take some role in recruiting, but who obtain assistance from other persons -- other members of their own committees, persons in the potential member's company, or professional OIIC men.

(2) Motivation of members to join. The more active committees are the ones in which potential members have the purposes and workings of OIIC explained to them before they join. Efforts have been made to "sell the program" to such persons; they are not asked to join merely as a favor to someone. Personal contact is often used as a recruiting method in active committees, and appears to be most effective where the recruitment agent has some important relationship to the potential member. Where the recruitment agent does not have this relationship to the potential member, group meetings may capitalize on the supports that acquaintances give to each other in the decision to join.

(3) Selection of appropriate personnel. In the more active committees, persons are selected because they have jobs and skills which are useful in OIIC work. Active committees pick persons who will be a real asset to the committee; they do not select members merely because they are available, or because they are not likely to be in a position to refuse to join.¹

It is also true that the selection of chairmen has significance for committee activity. Some of the important factors are:

(1) Selection of appropriate chairmen. In the more active committees, considerations similar to the choice of committeemen enter into the choice of OIIC chairmen. In these committees, the person chosen as chairman was selected because he had special qualifications for the job -- he had the skills and the experience necessary to chair an OIIC committee effectively. Committees which select chairmen merely because they are "available" are not likely to be active.

1 In addition to the results presented in this chapter, this conclusion is supported by a number of findings in other chapters.

(2) Methods of appointing chairmen. In the more active committees, chairmen are often elected by the committee members. Such committees also generally select new chairmen every one or two years. Both of these procedures maximize the group's involvement in the selection of chairmen.

Even those committees fortunate enough to be launched with skilled personnel who were asked to join in the "right" way, still have a number of problems to meet and solve if the committee is to become a stable and high producing unit. They need leadership which will maintain the group and stimulate high activity; they need effective organization and encouragement so that the committee can develop into an effective team; and they need communication with and assistance from higher levels of OIIC. It is to these topics which we turn in the next three chapters.

Chapter IV

THE CHAIRMAN'S LEADERSHIP

All attempts to understand how committees operate recognize the leadership of the group as an important factor, but opinions differ about the most effective ways of exercising leadership. Some persons emphasize the necessity for democratic involvement of the members in all decisions (so that members will be motivated to carry out these decisions); others stress the importance of clear and direct orders (so that the task will be efficiently done). The most general area of agreement among students of leadership is that the chairmen who do nothing (the "laissez-faire" type) are the least effective type of leaders. Such a person, even if he sets a fine example of high personal activity, does not perform what may be termed "real leadership functions." Committees which exist without the performance of such functions are bound to be severely crippled.

The real leader (or leaders) of a committee must do a variety of things: Without attention to procedural details, the group might cease to exist; planning must provide the framework for a successful program; he must play a large part in setting high standards for the group; and, finally, the successful leader stimulates the other members to accept willingly and to implement such standards of high activity.

In this chapter we shall examine the relationships between the performance of such leadership functions by OIIC chairmen and the activity levels of their committees. Among the questions which will be related to committee activity will be the following:¹

- Do the chairmen perform the tasks necessary to maintain the committee, such as calling meetings, keeping a roster of members, and keeping track of members' projects?

1 Most of the questions in this chapter about the chairman were asked both of committee members and of the chairmen. In general, much the same pattern of results emerges, although inactive committee chairmen are more likely than their committee members to report that they (the chairmen) perform the leadership functions discussed. To avoid the possible biases of chairmen as reporters of their own leadership behavior, the data used in this chapter are primarily those of the members (excluding the chairman) speaking about the chairman.

- Do they lead their committees so that members become aware that they are a part of a group rather than just individuals who are helping the chairman?
- How are tasks allocated to the members? Is the chairman directive or democratic in performing this function?
- What levels of activity do the chairmen expect of their committees?
- How are the chairmen's standards of activity related to those of higher levels of OIIC?
- Do the members correctly perceive the activity level which the chairmen expect of them?
- How do the chairmen behave toward members who exceed the standards set? And what do they do about those who do not come up to these standards?

A. Practices Which Keep the Chairman Informed

In order to plan an effective, coordinated program, the chairman needs to know who his members are, what they are doing, what decisions have been made at meetings, which members are competent for special tasks, and many other personal and organizational facts. To keep up to date on these matters usually requires that the chairman maintain certain records -- minutes, rosters, etc. It would be quite misleading to view these practices as "just for the record." Record keeping for its own sake is of small value. But any practices which give the chairman a working knowledge of his group can help him plan his programs more adequately, facilitate communication among members, allocate tasks to those who can do them best, and provide a setting in which members will come to work together as a spirited team.

In this study, the committees were asked about four possible things that the chairman could do to keep himself informed about committee business: Does the chairman keep a roster of committee members? Does he keep minutes? Does he keep track of members' projects? And does he have a good knowledge of member's skills? It was found that positive answers to these questions were more frequently given in the more successful committees:

(1) 90% of high active committees report that their chairman keeps a roster of committeemen, while only 6% of inactive committees report this. (Table IV:1)

(2) 57% of high active committees report that their chairman keeps minutes, while only 6% of inactive committees report this. (Table IV:2)

(3) 76% of high active committees report that their chairman keeps track of members' projects, while only 6% of inactive committees report this. (Table IV:3)

(4) 95% of high active committees report that their chairman has a good knowledge of his members' skills, while only 13% of inactive committees report this. (Table IV:4)

DOES CHAIRMAN KEEP A ROSTER?

Table IV:1

Relationship between committee activity and committee response (excluding chairman) to question: "Does he (the chairman) keep a roster of all people on the committee?" (Q. F12-A)

<u>Median committee response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Yes, definitely	90%	79%	46%	6%
To some extent; No; I don't know	<u>10</u>	<u>21</u>	<u>54</u>	<u>94</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(24)	(28)	(16)

DOES CHAIRMAN KEEP MINUTES?

Table IV:2

Relationship between committee activity and committee response (excluding chairman) to question: "Does he (the chairman) keep minutes of the meetings?" (Q. F12-E)

<u>Median committee response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Yes, definitely; To some extent	57%	54%	29%	6%
No; I don't know	<u>43</u>	<u>46</u>	<u>71</u>	<u>94</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(24)	(28)	(16)

DOES CHAIRMAN KEEP TRACK OF PROJECTS?

Table IV:3

Relationship between committee activity and committee response (excluding chairman) to question: "Does he (the chairman) keep track of what OIIC projects the people on the committee are carrying out?" (Q. F12-I)

<u>Median committee response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Yes, definitely	76%	67%	29%	6%
To some extent; No; I don't know	<u>24</u>	<u>33</u>	<u>71</u>	<u>94</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(24)	(28)	(16)

DOES CHAIRMAN KNOW MEMBERS' SKILLS?

Table IV:4

Relationship between committee activity and committee response (excluding chairman) to question: "Does he (the chairman) know what kinds of things each committee member can do best?" (Q. F12-H)

<u>Median committee response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Yes, definitely; To some extent	95%	79%	54%	13%
No; I don't know	<u>5</u>	<u>21</u>	<u>46</u>	<u>87</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(24)	(28)	(16)

B. Leadership Practices Which Maintain the Group

Those chairmen who, by their leadership, help to create a real group rather than merely a collection of individuals, thereby help to create high activity in their committees. There are a number of advantages to having OIIC members organized into groups: Group organization facilitates an efficient division of labor, and, through mutual stimulation, the motivation of the members can reach a much higher level than it would if they were not part of a group.¹ The findings presented in this section illustrate that leadership practices which serve to strengthen the committee as a group are more likely to occur in the high active committees than in the less active committees.

When the chairman has assignments which need to be done, he can seek assistance from persons he knows by contacting them directly and asking them to help out, or he can make all his contacts with members in a group setting. The latter procedure helps to strengthen the feeling of a member that he is part of a group, and not just a person called on to help out when the need arises. Chairmen who contact their members in a group setting rather than as individuals are most likely to have high active committees. 52% of high active committees report that chairmen contact members in a group setting, while only 24% of low active and inactive committees report this. (Table IV:5)

It is difficult for members to develop the feeling that they are part of a group if the committee does not hold meetings. Active chairmen call meetings, and make sure to remind members when meetings are held:

(1) 81% of high active committees report that chairmen call meetings of the committee, while only 6% of inactive committees report this. (Table IV:6)

(2) 86% of high active committees report that chairmen call up people before meetings to be sure they will be there, while only 13% of inactive committees report this. (Table IV:7)

Active chairmen are not only more likely than inactive chairmen to keep themselves informed by means of such records as rosters and minutes, but they are also more likely to give copies of these records to the other committee members:

(1) A roster is useful to the members in that it facilitates communication among them, and helps to build up the feeling that the committee exists as a functioning group. Moreover, the

1 The advantages of group organization are presented in Chapter V, "The Committee as a Group."

distribution of the roster, if it includes titles as well as names, can assist the chairman in establishing feelings of responsibility to the group. Each member would be told by such a roster what the functions of others were, and would know that they were informed regarding his own duties. 86% of high active committees report that chairmen distribute the committee roster to the people on the committee, while only 6% of inactive committees report this. (Table IV:8)

(2) Minutes provide some continuity from one meeting to another, and are especially useful to the member who was unable to attend a particular meeting. 33% of high active committees report that chairmen distribute minutes of the meetings to the people on the committee, while none of the inactive committees report this. (Table IV:9)

HOW CHAIRMEN CONTACTS MEMBERS

Table IV:5

Relationship between committee activity and committee response to question: "Were most of the OIIC contacts you had with him over the past year in group meetings, or were most of your OIIC contacts with him as an individual outside of group meetings, or didn't you have many OIIC contacts with him either way? (IF BOTH) Which was it mostly--in group meetings or outside of group meetings?" (Q. F6 and Q. F6a)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>		
	<u>High active</u>	<u>Medium active</u>	<u>Low and Inactive</u>
<u>High proportion report chairman contacts members primarily in group meetings</u>	52%	42%	24%
<u>Low proportion report chairman contacts member primarily in group meetings</u>	<u>48</u>	<u>58</u>	<u>76</u>
Total	100%	100%	100%
Number of Committees ¹	(21)	(24)	(25)

NOTE: High proportion is defined here as two-thirds or more of a committee's members; low proportion is defined as less than two-thirds. Members whose response was "Neither" or "Don't know" were not included in the computation of this measure.

- 1 Does not include 19 committees in which the response of 50-100% of committee members was "Neither," "Don't know," or "Not ascertained."

DOES CHAIRMAN CALL MEETINGS?

Table IV:6

Relationship between committee activity and committee response (excluding chairman) to question: "Does he (the chairman) call meetings of the committee?"
(Q. F12-C)

	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
<u>Median committee response:</u>				
Yes, definitely	81%	79%	39%	6%
To some extent; No; I don't know	<u>19</u>	<u>21</u>	<u>61</u>	<u>94</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(24)	(28)	(16)

DOES CHAIRMAN REMIND MEMBERS
OF MEETINGS?

Table IV:7

Relationship between committee activity and committee response (excluding chairman) to question: "Does he (the chairman) call up people before meetings to be sure they will be there?" (Q. F12-D)

<u>Median committee response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Yes, definitely	86%	71%	54%	13%
To some extent; No; I don't know	<u>14</u>	<u>29</u>	<u>46</u>	<u>87</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(24)	(28)	(16)

DOES CHAIRMAN DISTRIBUTE ROSTER?

Table IV:8

Relationship between committee activity and committee response (excluding chairman) to question: "Does he (the chairman) distribute the committee roster to the people on the committee?" (Q. F12-B)

	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
<u>Median committee response:</u>				
Yes, definitely; To some extent	86%	75%	32%	6%
No; I don't know	<u>14</u>	<u>25</u>	<u>68</u>	<u>94</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(24)	(28)	(16)

DOES CHAIRMAN DISTRIBUTE MINUTES?

Table IV:9

Relationship between committee activity and committee response (excluding chairman) to question: "Does he (the chairman) distribute minutes of the meetings to the people on the committee?" (Q. F12-F)

<u>Median committee response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Yes, definitely; To some extent	33%	12%	0%	0%
No; I don't know	<u>67</u>	<u>88</u>	<u>100</u>	<u>100</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(24)	(28)	(16)

C. Assignment of Tasks

How is committee activity influenced by the mode of deciding upon projects and the assignment of these projects to committee members? We shall consider several aspects of this problem.¹

Committee members and chairmen were asked whether the chairmen "generally gave specific tasks or projects to do" or whether they "tried to get them (members) to work up projects on their own." If the answer was that both methods were used, a follow-up question asked which method was used more often. When the findings from the chairmen and the other committee members are examined separately, the first appearance is that the two tables contain exactly opposite results:

(1) In 62% of the high active committees, the chairmen report that they generally assign specific tasks, while only 38% of inactive committee chairmen report this. (Table IV:10)

(2) But members report that in only 48% of high active committees do the chairmen generally assign specific tasks, while fully 84% of inactive committees report this. (Table IV:11)

However, we do not feel that these results tell a contradictory story. It is unfortunate that we do not know for sure how the members and the chairmen interpreted "specific tasks," but the following speculation seems reasonable in the light of our general knowledge:

Almost surely, the chairmen and the members interpreted the question differently. The chairmen probably think in terms of the entire work load of the committee: "Assigning specific tasks" means giving each member a position (vice-chairman in charge of press-radio, vice-chairman in charge of the farm program, etc.); "letting members work up projects on their own" is equated by the chairmen with abrogating their own responsibility to divide up the jobs among the members. On the other hand, the member probably thinks in terms of his own particular role (vice-chairman for farm, etc.); being "assigned specific tasks" means being told how to perform the details of that job (e.g., give a movie on such and such a date). With this interpretation, the data of Tables IV:10 and IV:11 suggest that there is no necessary opposition between a leadership style which encourages democratic involvement of the members, and one which stresses an efficient allocation of tasks by the man who coordinates the program. The chairman -- with more or less committee help -- must plan an overall program, and delegate aspects of this program to the various members; but if the members are to be suffi-

1 The discussion in this section is somewhat more speculative than in other sections of this report, but is included because of the general importance of the topic.

ciently motivated to carry out their assignments, they must be made to feel that they have an important say in working through the projects on their own.

Another aspect of the distribution of assignments among committee members is the extent to which the assignments are appropriate to a member's skills. A number of findings presented in other chapters point to the importance of members' skills.¹ We would therefore expect that one mark of successful leadership is being able to assign projects to members who have the skills appropriate for those projects. The results indicate that chairmen in high active committees are more likely to make "a real effort to assign people to the tasks they could do best" than are chairmen in the less active committees. 81% of chairmen in high active committees make a real effort to assign people to tasks they can do best, while only 6% of chairmen of inactive committees do this. (Table IV:12)

Trying to get people assigned to tasks they can do best does not imply that the chairman decides by himself who is more competent to fulfill a particular OIIC assignment. There appears to be no relation between committee activity and whether the chairman decides who should do projects or whether he lets the committee members choose the projects they want to do. Although we have seen that assigning projects to members most competent to perform them is associated with committee activity, apparently it does not matter whether such a person is selected by the chairman, the group, or volunteers himself. 38% of chairmen in high active committees decide which members should do the various projects, rather than letting the committee members themselves choose the projects they would like to do; and similarly, 35% of chairmen in low active and inactive committees decide which members should do the projects. (Table IV:13)

1 The following tables are relevant: III:10, III:14, VII:17 and VII:18.

HOW CHAIRMAN ASSIGNS TASKS (CHAIRMAN'S REPORT)

Table IV:10

Relationship between committee activity score and chairman response to questions: "Did you generally give people specific tasks or projects to do, or did you try to get them to work up projects on their own?" (Q. H114) (IF BOTH:) "Which did you do mostly?" (Q. H114a)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Generally gave members specific tasks or projects to do	62%	80%	61%	38%
Tried to get members to work up projects on their own; or used both methods about equally often	<u>38</u>	<u>20</u>	<u>39</u>	<u>62</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(21)	(23)	(8)

HOW CHAIRMAN ASSIGNS TASKS
(MEMBERS' REPORT)

Table IV:11

Relationship between committee activity and committee response to question: "Did he generally give people specific tasks or projects to do, or did he try to get them to work up projects on their own? (IF BOTH) Which did he do mostly?" (Q. F7 and Q. F7a)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>		
	<u>High active</u>	<u>Medium active</u>	<u>Low and Inactive</u>
<u>High proportion report chairman generally assigned specific tasks</u>	48%	81%	84%
<u>Low proportion report chairman generally assigned specific tasks</u>	<u>52</u>	<u>19</u>	<u>16</u>
Total	100%	100%	100%
Number of Committees ¹	(21)	(21)	(19)

NOTE: High proportion is defined here as two-thirds or more of a committee's members; low proportion is defined as less than two-thirds. Members whose response was "Neither" or "Don't know" were not included in the computation of this measure.

1 Does not include 28 committees in which the response of 50-100% of a committee's members was "Neither," "Don't know," or "Not ascertained."

DOES CHAIRMAN ASSIGN TASKS
TO THE RIGHT PEOPLE

Table IV:12

Relationship between committee activity and committee response (excluding chairman) to question: "Does he (the chairman) make a real effort to assign people to the kinds of tasks they can do best?" (Q. F12-G)

<u>Median committee response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Yes, definitely	81%	79%	32%	6%
To some extent; No; I don't know	<u>19</u>	<u>21</u>	<u>68</u>	<u>94</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(24)	(28)	(16)

WHO DECIDES WHAT TO DO

Table IV:13

Relationship between committee activity and committee response to question: "Did he generally decide who was to do what projects, or did he let the committee members choose the projects they'd like to do? (IF BOTH) Which did he do mostly?" (Q. F9 and Q. F9a)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>		
	<u>High active</u>	<u>Medium active</u>	<u>Low and Inactive</u>
<u>High</u> proportion report chairman generally decided himself	38%	27%	35%
<u>Low</u> proportion report chairman generally decided himself	<u>62</u>	<u>73</u>	<u>65</u>
Total	100%	100%	100%
Number of Committees ¹	(21)	(22)	(17)

NOTE: High proportion is defined here as two-thirds or more of a committee's members; low proportion is defined as less than two-thirds. Members whose response was "Neither" or "Don't know" were not included in the computation of this measure.

- 1 Does not include 28 committees in which the response of 50-100% of a committee's members was "Neither," "Don't know," or "Not ascertained."

D. Standards of Committee Activity

Although a number of the leadership practices which have been mentioned in this chapter may be considered to have some motivational significance, none of them has referred to direct attempts on the part of the chairman to stimulate his committee members to high activity. We turn now, in this section, to such direct motivational functions of the chairman.

Communicating an expected level of activity is one of the most direct ways in which a chairman can motivate a member. It goes without saying that members are unlikely to put in much effort if they do not feel that their chairman expects it of them. Standards of activity give the members a goal to shoot at, and enable them, when they achieve that goal, to have feelings of accomplishment. Where there are no standards, or where they are too low to constitute a challenge, members are unlikely to place much importance on the activity.

The findings in this study indicate that standards are an important correlate of OIIC committee activity. Where the chairman has high standards of activity for the committee, the committee is likely to have a high level of activity; and if the chairman has low standards for committee members' activity, they are not likely to be active. Table IV:14 indicates that there is a strong relationship (a tetrachoric correlation of $+0.82$) between committee activity and the number of weeks members feel their chairman wants members to be active during the year.

One possible explanation of this result is that inactive committeemen simply rationalize their inactivity by saying that the chairman does not expect any activity of them; according to this interpretation, the result tells us nothing about the relation to committee activity of the chairman's own expectations (standards). However, two other correlations in Table IV:14 strongly suggest that members' activity is, in fact, influenced by the chairman's own standards for committee activity:

(1) There is a positive relationship ($r = +0.46$) between a committee's perception of its chairman's standards, and the standards which he himself reports.

(2) There is a positive relationship ($r = +0.51$) between chairman's standards and committee activity, using the chairman's own report instead of the report of the other committee members.

The correlations in Table IV:14 also point to the importance of the standards held by higher levels of OIIC. The higher the standards which people at higher organizational levels are seen as expecting, the more likely it is that the chairman's own standards for his committee's activity will be high, and that the committee activity will be high:

(1) There is a positive relationship ($r = +.74$) between the standards of the chairman and the standards the chairman believes are held by higher OIIC.

(2) There is a positive relationship ($r = +.61$) between committee activity and the standards the chairman believes are held by higher OIIC.

These results suggest that one way in which people at higher levels in OIIC can stimulate committee activity is by a more intensive effort to communicate high standards to the chairman. It is probable, however, that attempts to communicate unrealistically high standards would be rejected by the chairman or by the committee members themselves.

Standards may be conceived of as more than simply the level of activity which is expected -- they are usually beyond what anyone concerned actually expects. In other words, standards serve as an ideal goal -- something to strive for. Other studies have shown that aspirations tend to go up after successful experiences, and to go down after unsuccessful experiences, but always remain a little bit ahead of what one actually is sure of accomplishing. In Table IV:15, we note that the standards of the chairman (either as he himself reports them, or as the group reports them), run ahead of the actual performance of the members. Similarly, it can also be seen that the chairmen's standards are not as high as the standards he attributes to people above him in OIIC.

(1) The average number of weeks committeemen report that they are active during the year is 13.

(2) The average number of weeks of activity committeemen report their chairmen expect of members during the year is 26.

(3) The average number of weeks of activity chairmen report they expect of members during the year is 23.

(4) The average number of weeks chairmen report that higher OIIC expects of members during the year is 35.

STANDARDS FOR COMMITTEE ACTIVITY

Table IV:14

Tetrachoric intercorrelations of committee response to questions (listed below) about committee activity and standards for committee activity.

	<u>(1)</u>	<u>(2)</u>	<u>(3)</u>	<u>(4)</u>
(1) Committee activity	X	.82	.51	.61
(2) Chairman's standards (members' report)	.82	X	.46	.33
(3) Chairman's standards (chairman's report)	.51	.46	X	.74
(4) Higher OIIC's standards (chairman's report)	.61	.33	.74	X

(1) Over the past 12 months--about a 52-week period--in how many of those weeks would you estimate you had anything at all to do with OIIC? (Q. D9) (Asked of <u>everyone</u>)
(2) Over a 12-month period--about 52 weeks--in how many of those weeks did he (the chairman) feel the committee members should have something to do with OIIC? (Q. F11) (Only asked of <u>committeemen</u>)
(3) Over a 12-month period--about 52 weeks--in how many of those weeks did you feel the committee members should have something to do with OIIC? (Q. H18) (Only asked of <u>chairmen</u>)
(4) Over a 12-month period--about 52 weeks--in how many of those weeks do you think higher levels of OIIC feel your committee should have something to do with OIIC? (Q. I10) (Only asked of <u>chairmen</u>)

STANDARDS FOR COMMITTEE ACTIVITY

Table IV:15

Average committee response to questions (listed below)
about committee activity and standards for committee
activity.

	<u>Average number of weeks during year</u>
(1) Committee activity	13 weeks
(2) Chairman's standards (members' report)	26 weeks
(3) Chairman's standards (chairman's report)	23 weeks
(4) Higher OIIC's standards (chairman's report)	35 weeks

(1) Over the past 12 months--about a 52-week period--in how many of those weeks would you estimate you had anything at all to do with OIIC? (Q. D9) (Asked of <u>everyone</u>)
(2) Over a 12-month period--about 52 weeks--in how many of those weeks did he (the chairman) feel the committee members should have something to do with OIIC? (Q. F11) (Only asked of <u>committeemen</u>)
(3) Over a 12-month period--about 52 weeks--in how many of those weeks did you feel the committee members should have something to do with OIIC? (Q. H18) (Only asked of <u>chairmen</u>)
(4) Over a 12-month period--about 52 weeks--in how many of those weeks do you think higher levels of OIIC feel your committee should have something to do with OIIC? (Q. I10) (Only asked of <u>chairmen</u>)

E. Implementation of Standards

Standards are of small value if the chairman and people at higher levels of OIIC do not make it clear to the committee members, by word and deed, that they genuinely expect these standards to serve as the committee's goal. Giving recognition for good work is one way in which the importance of committee standards can be emphasized.

OIIC committees differ considerably in the extent to which they report that outstanding work will be rewarded. The high active committees are much more likely to report such recognition than are the less active committees. 86% of high active committees report that persons who do an outstanding job in OIIC would get recognition, while only 44% of inactive committees report this. (Table IV:16)

Those members who reported that recognition would be given for outstanding work were asked, "What kind of recognition?" The answers were about equally divided between two general categories: Concrete rewards, and general or verbal recognition. Under "concrete rewards" were classified such tangible evidences of recognition as:

- Letters or citations to the member
- Letters or citations to the employer
- Emblems, plaques, pins, medals
- Newspaper writeups or publicity
- Promotions

Under "general or verbal recognition" were classified less tangible rewards such as:

- Commendations at meetings
- Praise by the chairman
- Company "thinks well of him"

Although in the overall sample exactly half of the members mentioned one type of recognition, and the other half mentioned the other type, higher active members are more likely to mention concrete rewards than are less active members. 60% of high active members report that concrete rewards are given for an outstanding job in OIIC, while 43% of inactive members report this. (Table IV:17)

Another way in which the chairman can emphasize that committee standards are important is by doing something about members who fail to live up to expectations. In committees where members feel that their chairmen will do something about the person who never takes an assignment, or who takes one and fails to carry it out, the members are more likely to feel that the standards of activity are important. This is reflected in a higher level of activity in such committees. In the inactive committees, on the other hand, it is frequently reported that the chairmen would do nothing about the situation -- that he would simply forget it. 64% of high active committees report that the chairmen would do something about a member who was never willing to take OIIC assignments, or who failed to

carry out his assignments; while 41% of inactive committees report that their chairmen would do this. (Table IV:18)

Those members who said that their chairman would do something about someone who failed to live up to expectations mentioned three types of measures that the chairman might take: (Table IV:19)

(1) He could try to influence the member to increase his activity, by appeals to his pride in the committee, by encouraging him, by "bawling him out," or even by calling up his company so that they would apply pressure on the member. Chairmen who are reported to make any kind of effort to get the inactive member to increase his activity are more often found in high active committees than in the less active committees. 33% of the high active members who say the chairman would do something, report that he would try to get the member to increase his activity; while 11% of the inactive members saying the chairman would do something report that he would try to get the member to increase his activity.

(2) A second thing the chairman might do, if he did anything, is to reassign the task to some other member or to himself. Although this action would tend to make it clear to members that the work is considered necessary, it probably tends to create the perception that it is not essential for every member to attempt to meet the standards. This is probably the reason why this type of measure is less frequently attributed to chairmen by high active members than by inactive members. 69% of the inactive members who say that the chairman would do something, report that he would reassign the task; while only 49% of high active members saying the chairman would do something report that the chairman would reassign the task.

(3) Finally, some members report that the chairman would punish the inactive member -- perhaps by "firing" him from the committee, or by failing to reappoint him the next year -- but do not mention any way in which the chairman would attempt to get the assignment done. There are no practical differences among members of different levels of activity in the extent to which this practice is reported. Such "pure punishment" (so called to distinguish it from some of the types of pressure which are intended to urge the member himself to become active) is reported by the four types of members as follows: By 18% of high active members; by 15% of medium active members; by 10% of low active members; and by 20% of inactive members. Probably such pure punishment serves to emphasize the importance of committee standards; but this advantage may be offset by resentment and by the failure of the chairman to take full advantage of the resources which he has at his disposal.¹

1 Although the norms of activity are probably set by the leadership of the group (the chairman and higher OIIC), the group itself may accept some of the responsibility for enforcing these standards when some member falls down on his job. This question will be considered in the next chapter, "The Committee as a Group."

IS RECOGNITION GIVEN?

Table IV:16

Relationship between committee activity and committee response to question: "Suppose someone in the committee did an outstanding job in OIIC. Do you think he'd get much recognition for this? What kind of recognition?" (Q. E16) and (Q. E16a)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
<u>High proportion report recognition is given</u>	86%	62%	37%	44%
<u>Low proportion report recognition is given</u>	<u>14</u>	<u>38</u>	<u>63</u>	<u>56</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

NOTE: High proportion is defined here as 81% to 100% of a committee's members; low proportion is defined as 0-80%.

WHAT KIND OF RECOGNITION IS GIVEN?

Table IV:17

Relationship between individual activity and individual response to question: "Suppose someone in the committee did an outstanding job in OIIC. Do you think he'd get much recognition for this?" "What kind of recognition?" (Q. E16) and (Q. E16a)

<u>Individual response:</u>	<u>Per cent of individuals who are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Concrete rewards				
Letters; citations; plaques; pins; medals; newspaper write-up; honorary dinner; better job; be made chairman	60%	41%	45%	43%
General or verbal rewards				
Complimented by chairman; commended at meetings; thanks from the group; company thinks well of him; praise; friendship	<u>40</u>	<u>59</u>	<u>55</u>	<u>57</u>
Total	100%	100%	100%	100%
Number of Individuals ¹	(167)	(112)	(97)	(60)

1 Excludes 167 members who reported that recognition is not given for doing an outstanding job in OIIC.

IS ANYTHING DONE ABOUT INACTIVE MEMBERS?

Table IV:18

Relationship between committee activity and committee response to question: "Suppose someone in your committee was never willing to take OIIC assignments, or failed to carry out his assignments. If a situation like this came up, what do you think the chairman of your committee would do about this?" (Q. E14)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
All members report chairman would do something about inactive members	64%	65%	47%	41%
Some members report chairman would <u>not</u> do anything about inactive members	<u>36</u>	<u>35</u>	<u>53</u>	<u>59</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(17)

WHAT CHAIRMAN DOES ABOUT INACTIVE MEMBERS

Table IV:19

Relationship between individual activity and individual response to question: "Suppose someone in your committee was never willing to take OIIC assignments, or failed to carry out his assignments. If a situation like this came up, what do you think the chairman of your committee would do about this?" (Q. E11)

<u>Individual response:</u>	<u>Per cent of individuals who are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Persuasion				
Try to get him to do it; encourage him; stimulate him; bawl him out; ask his boss to talk to him; offer assistance	33%	26%	10%	11%
Reassign the task				
Get someone else to do it; appoint someone else; the chairman would take over the job	49	59	80	69
Punishment				
Fire him; kick him out; do not reactivate him; warn next year's chairman about him; ostracize him	<u>18</u>	<u>15</u>	<u>10</u>	<u>20</u>
Total	100%	100%	100%	100%
Number of Individuals ¹	(165)	(110)	(105)	(81)

1 Excludes 72 members who report that their chairmen do nothing about inactive members.

P. Summary and Conclusions

A number of factors have been identified as aspects of successful leadership in OIIC committees. Among the important leadership practices are:

(1) Keeping informed. In the more active committees, chairmen are more likely to keep rosters of their members, to keep minutes, to keep track of members' projects, and to find out what particular skills each member has. Keeping in touch with committee business is one way chairmen can demonstrate to committee members the importance they attach to the work OIIC is doing; it also serves, of course, to enable the chairmen to perform more adequately their other functions.

(2) Maintaining the group. In the more active committees, chairmen are more likely to take every opportunity to strengthen the group. They contact members in group settings, rather than outside the group. They call meetings, and make sure that members attend these meetings. They distribute information about the committee -- such as rosters and minutes -- to committee members; and thereby facilitate communication as well as strengthen the feelings of the members that they are part of a team.

(3) Assignment of tasks. In the more active committees, tasks are distributed according to members' interests and skills. The evidence also suggests that although the chairmen of active committees distribute overall responsibilities, they allow committee-men to work out the details of their assignments for themselves. In this manner, work is both efficiently distributed and satisfactorily accepted.

(4) Setting high standards of activity. In the more active committees, chairmen let their committee members know that they expect a high level of activity from them. The approach in which members are made to feel that the work is important, and that a good deal of work is expected, seems to be more effective than the more timid approach of telling members that they will only be asked to help out on occasion.

(5) Implementing standards. In the more active committees, chairmen not only communicate their high standards to committee members, but they take steps to demonstrate that they expect a real attempt to meet these standards. Concrete recognition -- e.g., letters, citations, pins, plaques -- is given for outstanding work, and efforts to persuade inactive members to be active are made when persons fall down on the job.

All of the functions of the chairman are necessary, but their importance probably varies according to the stage of the committee's development. In the early stages of a committee's development, the chairman's attention to group maintaining procedures --

such as calling meetings, facilitating communication between members, and the assignment of tasks -- is of crucial importance. Without his attention to these functions, the group might cease to exist. As the group develops, these procedures are no longer sustained entirely through the chairman's own efforts; rather they become routine procedures known and accepted by all members. Still the chairman remains an important -- perhaps the most important -- member of the group. He is able to assist in setting standards for the group, and his active interest in seeing that these standards are met serve a very important motivating function. At all stages in the life history of the committee, then, the chairman's actions influence the development of the group and contribute strongly to the goal of a high level of group activity.

Chapter V

THE COMMITTEE AS A GROUP

Each OIIC committee consists of a collection of representatives from various oil companies and perhaps auxiliary concerns. Many of these people, particularly in high active committees, have positions, talents and skills which make them particularly appropriate for OIIC work. Salesmen are often adept at giving speeches, public relations men are skilled at organizing radio and television programs, etc. But are individual talents and skills sufficient to make for an effective voluntary organization?

Some people feel that the primary problem is simply to recruit qualified personnel and give them the assignments which need to be done. Others feel a collection of people with assignments is not an organized group. They argue that an organized group -- at least an effective one -- exists only where there is a certain amount of role differentiation, so that everyone knows how he fits into the group; where the group assembles sufficiently often so that there may be interaction, communication and the development of group standards; where the group itself, in addition to the chairman, assumes responsibility for stimulating members to high activity and exercises pressure upon inactive members toward this goal; and where the members develop an "esprit de corps" in which they feel that they need one another and enjoy working together. The present chapter explores the question: Are OIIC committees just as effective where they operate as individuals, each carrying out assignments to the best of his abilities, or do the above organizational factors make for greater activity in OIIC?

A. Composition of the Committee

OIIC committees vary in size. They average around 6 or 7 people, although some contain only 2 or 3 people and others over a dozen. As might be expected, high active committees tend to be somewhat larger than low active committees. Table V:1 shows that 67% of the high active committees have 7 or more people in them, while at the other end, only 36% of the inactive committees have 7 or more people.

OIIC committees also vary in number of positions. Not everybody on an OIIC committee has a specific title or position, although there is a close relationship between the number of people on a committee and the number of positions. The more positions on a committee, the more the committee is apt to be active in OIIC. As shown in Table V:1, 76% of the high active committees have 7 or more positions, while only 18% of the inactive committees have 7 or more positions.

It is interesting to note that committee activity is even more closely related to number of positions than to sheer number of people. The tetrachoric correlation with number of positions is +.55 in contrast to a tetrachoric correlation of +.32 for number of people. This finding would seem to indicate that, although both number of people and number of positions are conducive to high activity in OIIC, role differentiation (as reflected in number of positions) is of particular importance to high participation.

NUMBER OF PERSONS AND POSITIONS

Table V:1

Relationship between committee activity score and chairman response to question: "Different OIIC committees are set up in different ways. Could you name for me the different kinds of officers or vice chairmen in your committee, and the number of people who hold each of these positions?"
(Q. H6)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
<u>Number of people in committee:</u>				
7 or more people	67%	57%	58%	36%
6 or fewer people	<u>33</u>	<u>43</u>	<u>42</u>	<u>64</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(23)	(24)	(11)
<u>Number of positions in committee:</u>				
7 or more positions	76%	48%	35%	18%
6 or fewer positions	<u>24</u>	<u>52</u>	<u>65</u>	<u>82</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(23)	(26)	(11)

B. Title and Role in OIIC

A typical OIIC community committee is expected by higher levels of OIIC to be differentiated into about eight positions. Although the patterning of committees varies from region to region, the recommended organization in all regions is similar to the chart presented in Figure V:A. Thus, in addition to a chairman, the committee structure calls for a vice chairman and subchairmen in charge of such functions as school activities, speeches and films, etc.

The official records for the committees in the sample studied in this project were virtually unanimous in reporting titles for all members of the committees. (Table V:2) Over 95% of the committees, whether high active or completely inactive, have -- according to OIIC records -- positional titles for every member of the committee. However, when the members themselves are asked whether they have any title or position in OIIC, only about half the committees are reported to have titles for all members. (Table V:3) These results indicate that the recommended organization has not been completely achieved.

But Table V:3 also indicates that putting this recommendation into effect is associated with high activity in OIIC. The more active a committee is, the more likely that all members of the committee will have a title or position. 68% of the high active committees report that all of the members have titles, while only 22% of the inactive committees report that all members have titles.

Another question which was asked gives supportive results. In response to the question, "Does everyone know what his OIIC job is?", 68% of the active committees gave a median response of "Yes, definitely," while only 18% of the inactive committees gave this median response. (Table V:4) Thus, it is not only important that OIIC members have titles, but also that they have a clear understanding of their assigned responsibilities and the functions they are expected to carry out.

Several findings reported in Chapters III and IV are consistent with the positive effects of positional differentiation. In high active committees, more than in less active committees, members are recruited because of their role or skill appropriateness. (Table III:10) Once members are selected, chairmen of high active committees more often make an effort to become aware of their members' skills. (Table IV:4) And not only are high active chairmen aware of these skills, but they also more often attempt to assign tasks to members whose skills are most appropriate for the tasks. (Table IV:12)

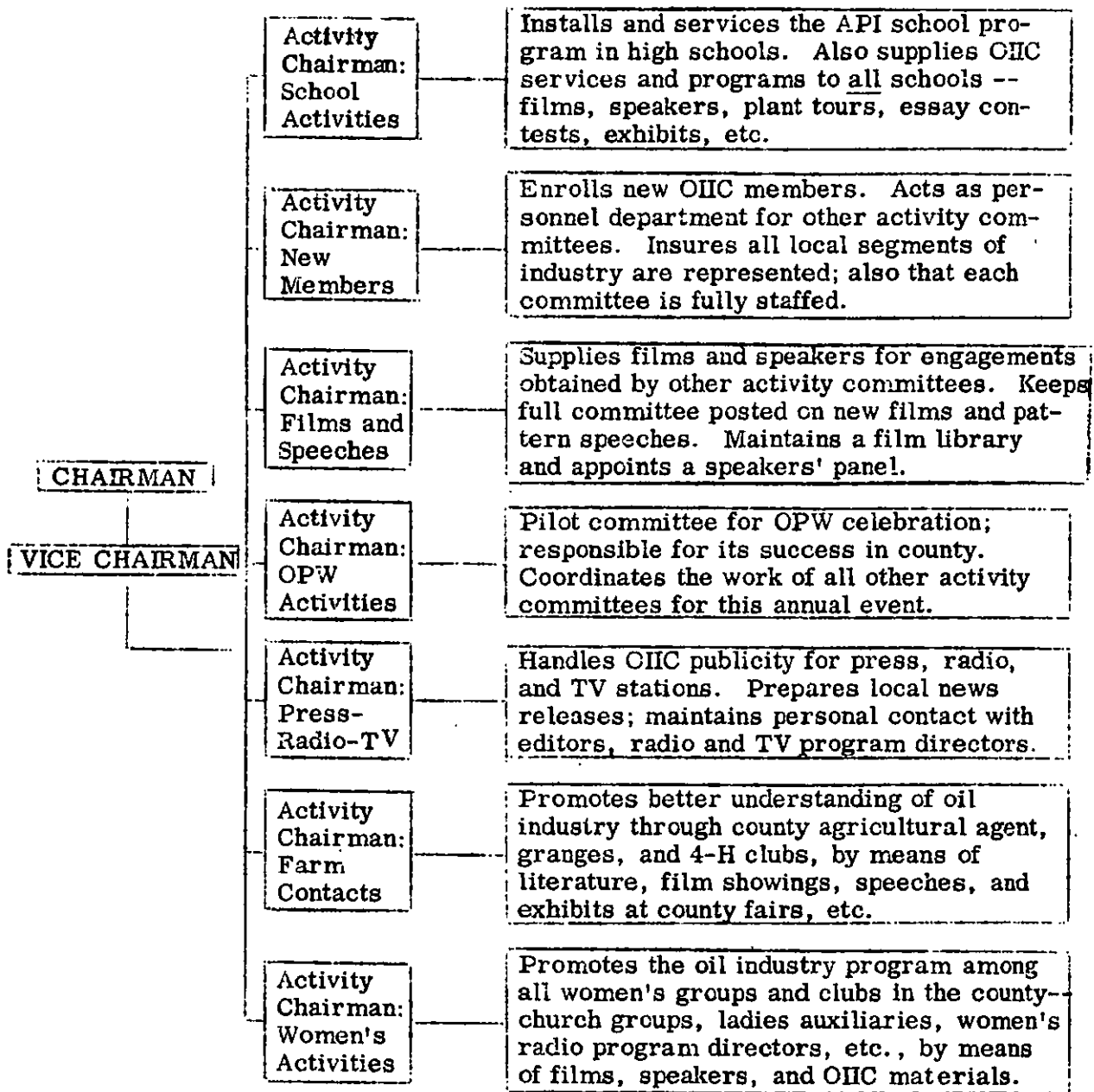


Figure V:A TYPICAL COUNTY OIIC

DO MEMBERS HAVE TITLES OR POSITIONS?
(AS REPORTED BY OIIC RECORDS)

Table V:2

Relationship between committee activity and OIIC records of
titles or positions held by committee members.

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Records report <u>all</u> members have OIIC title or position	95%	100%	97%	100%
Records report at least one member does <u>not</u> have OIIC title or position	<u>5</u>	<u>0</u>	<u>3</u>	<u>0</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

DO MEMBERS HAVE TITLES OR POSITIONS?
(AS REPORTED BY RESPONDENTS)

Table V:3

Relationship between committee activity score and committee response to question: "Do you have any title or position in OIIC?" (Q. D1)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
<u>All</u> members report having OIIC title or position	68%	58%	27%	22%
At least one member reports <u>not</u> having OIIC title or position	<u>32</u>	<u>42</u>	<u>73</u>	<u>78</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

DO MEMBERS KNOW WHAT THEIR ASSIGNMENTS ARE?

Table V:4

Relationship between committee activity and committee response to question: Does this statement describe your OIIC committee? 'Everyone knows what his OIIC job is supposed to be.'" (Q. E17-E)

<u>Median committee response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Yes, definitely	68%	35%	27%	18%
To some extent; No	<u>32</u>	<u>65</u>	<u>73</u>	<u>82</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(17)

C. Meetings

In Chapter IV, it was pointed out that chairmen who contact their committee members through group meetings tend to have more successful committees than chairmen who depend on contacts with individuals alone. (Table IV:5) In this section, the importance of group meetings is further underscored.

Having frequent meetings is one of the strongest correlates of high activity in OIIC.¹ 91% of the high active committees report that three or more meetings were held during the past 12 months, whereas none of the inactive committees report this many meetings held during the year. (Table V:5)

How often should meetings be held? Members' reports of the frequency of meetings vary from once a year to a dozen or so times a year. Is there a "high point" or "point of inflection" beyond which added meetings do not add to further participation, or does activity continue to increase as meetings are held more and more often? Figure V:B indicates that activity continues to increase as more and more meetings are held until the high point at 8 meetings a year, and that further meetings do not lead to increased activity. It should be noted, however, that the activity of committees holding more than 8 meetings a year is also high. Taking into account the findings which will be presented next, it appears that the optimum number of meetings is about once a month.

Not only is it important that meetings be frequent, but it is also important that meetings be seen as regular. 82% of the high active committees report that meetings are held regularly, while only 9% of the inactive committees report that this is the case. (Table V:6) The perception of regularity probably contributes in large measure to members' feelings that they belong to a "real group."

How often do meetings have to be held before they are seen as regular by the committee members? As shown in Figure V:C, members are not likely to feel that meetings are regular if they are held

1 In answering the four questions which entered into the activity index (see Appendix A, questions D8, D9, D10, D11), some members may have considered the committee meetings they attended as activities. Therefore the relationship between member activity and number of meetings may be spuriously high. On the other hand, some members may not have included their meetings as activities, and many members had activities to report other than meetings. We conclude that there is probably a substantial relationship between number of committee meetings held and OIIC activity other than meetings, even though this relationship may not be as high as the one presented in Table V:5.

less than 10 times a year. But among members who report that meetings are held 10 or more times a year, a majority report that meetings are regularly held. Thus, a perception of regularity comes when meetings are held about once a month, skipping, perhaps, one or two months like the summer months.

Also associated with high participation in OIIC are the feelings that meetings are not inconvenient and that they are successful in accomplishing things. 73% of high active committees, in contrast to 45% of inactive committees, report that meetings are not inconvenient. (Table V:7) In addition, 86% of high active committees, in contrast to 33% of inactive committees, report a sense of meeting accomplishment. (Table V:8)

FREQUENCY OF MEETINGS

Table V:5

Relationship between committee activity and committee response to question: "As far as you know, how many of these meetings were held during the past 12 months?"
(Q. E5)

<u>Median committee response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
3 or more meetings a year	91%	69%	27%	0%
2 or less meetings a year	<u>9</u>	<u>31</u>	<u>73</u>	<u>100</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

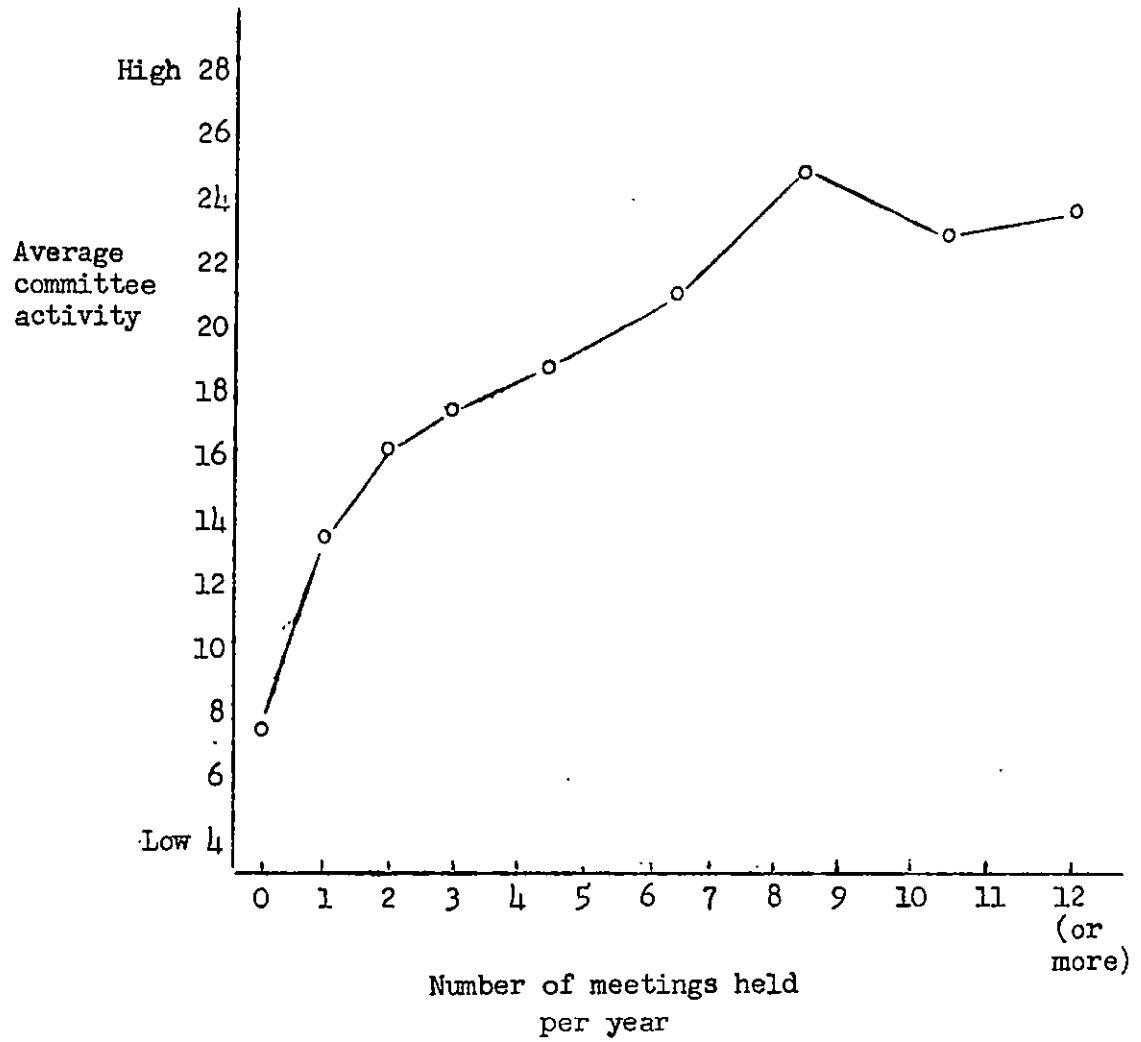


Figure V:B COMMITTEE ACTIVITY BY NUMBER OF COMMITTEE MEETINGS

REGULARITY OF MEETINGS

Table V:6

Relationship between committee activity and committee response to question: "Are meetings held on a regular basis?" (Q. E6)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
<u>High proportion report meetings are held regularly</u>	82%	50%	28%	9%
<u>Low proportion report meetings are held regularly</u>	<u>18</u>	<u>50</u>	<u>72</u>	<u>91</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(29)	(11)

NOTE: High proportion is defined here as 1% to 100% of a committee's members; low proportion is defined as 0%.

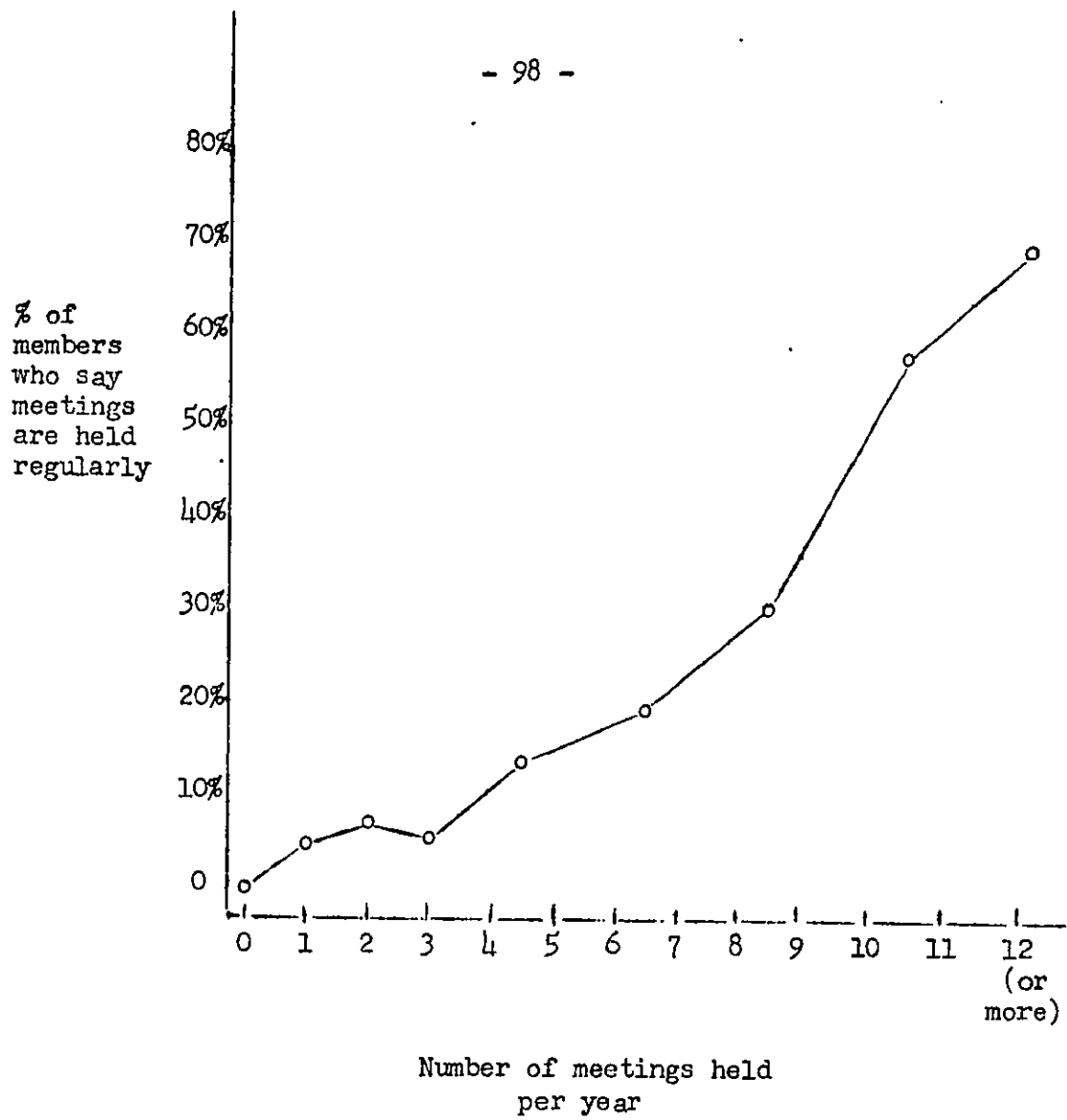


Figure V:C PERCEPTION OF REGULARITY BY NUMBER OF MEETINGS HELD

CONVENIENCE OF MEETINGS

Table V:7

Relationship between committee activity and committee response to question: "Was it inconvenient for you to get to these meetings?" (Q. E8)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
<u>High proportion report meetings are convenient</u>	73%	58%	45%	45%
<u>Low proportion report meetings are convenient</u>	<u>27</u>	<u>42</u>	<u>55</u>	<u>55</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(29)	(11)

NOTE: High proportion is defined here as 70% to 100% of a committee's members; low proportion is defined as 0-69%.

ACCOMPLISHMENT AT MEETINGS

Table V:8

Relationship between committee activity and committee response to question: "Do you feel that much gets accomplished at these meetings, or that they really don't accomplish very much?" (Q. E10)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
<u>High proportion report meetings accomplish much</u>	86%	58%	38%	33%
<u>Low proportion report meetings accomplish much</u>	<u>14</u>	<u>42</u>	<u>62</u>	<u>67</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(29)	(12)

NOTE: High proportion is defined here as 81% to 100% of a committee's members; low proportion is defined as 0-80%.

D. Group Sanctions

In Chapter IV, evidence was presented to demonstrate that one of the most important functions of OIIC chairmen is the setting of high standards of committee participation. (Tables IV:14, IV:15) It was found, too, that these standards, in order to be effective, must be reinforced by recognition for outstanding work and by active attention to the problem of inactive members. (Tables IV:16, IV:17, IV:18, IV:19) In other words, chairmen must establish norms of activity and then back these up with adequate rewards when norms are met and with pressure for activity when norms are not met.

It is important not only that the chairman set norms, but also that the group itself accepts these norms as their own. Under these circumstances, the group will attempt to stimulate and enforce high activity as a common group goal. 73% of the high active committees tend to report that the group itself would take some action "if someone was never willing to take OIIC assignments, or failed to carry out his assignments," while only 47% of low active committees and 59% of inactive committees would take such action. The less active committees, instead of applying pressure to active members, simply "forget the situation" or "ask someone else." (Table V:9)

GROUP ENFORCEMENT OF STANDARDS

Table V:9

Relationship between committee activity and committee response to question: "Suppose someone in your committee was never willing to take OIIC assignments, or failed to carry out his assignments. What do you think the others in the committee would do about this?" (Q. E15)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
<u>High</u> proportion report group tries persuading inactive members to be active	73%	58%	47%	59%
<u>Low</u> proportion report group tries persuading inactive members to be active	<u>27</u>	<u>42</u>	<u>53</u>	<u>41</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(17)

NOTE: High proportion is defined here as 1% to 100% of a committee's members; low proportion is defined as 0%.

E. Group Cohesiveness

The respondents were asked a number of questions about the cohesiveness of their groups — how much members feel identified with their groups and how well members work together. The findings consistently indicate that the more members report cohesive attitudes and cooperative practices in their group, the more the groups are apt to have high activity in OIIC. Among the findings which support this conclusion are these:

(1) The high active committees more often report a feeling of commonality among members of the group. 59% of the high active committees, in contrast to 22% of the inactive committees, report that "I have a lot in common with the other members of the committee." (Table V:10)

(2) The high active committees more often report a feeling of real identification among members of the group. 86% of the high active committees, in contrast to 11% of the inactive committees, report that "I really feel that I am part of the group." (Table V:11)

(3) The high active committees more often report a spirit of cooperation. 55% of the high active committees, in contrast to 6% of the inactive committees, report that "people pitch in to help each other carry out OIIC projects." (Table V:12)

(4) The high active committees more often report that responsibilities are fairly shared. 32% of the high active committees, in contrast to 18% of inactive committees, report that "everyone carries his fair share of the load." (Table V:13)

It might be noted that, although many OIIC committees demonstrate a number of evidences of high cohesiveness, there is one element where cohesiveness is not too widespread. This is the item: "everyone carries his fair share of the load." Only a minority of committees -- even among those which are highly active in OIIC -- report that this is the case. Thus, this would appear to be one element where even the more established and active groups could use substantial improvement.

Finally, it might be noted that it is psychological identification — a feeling of commonality and being a real part of the group — rather than objective similarity or identification that makes for greater activity in OIIC. In very few committees do the members tend to come from the same companies as each other. This is equally true for both high active and inactive committees -- only 5% of high active committees and 6% of the inactive committees report that "most of the people are connected with the same oil company I am connected with." (Table V:14)

DO MEMBERS HAVE MUCH IN COMMON?

Table V:10

Relationship between committee activity and committee response to question: "Does this statement describe your OIIC committee? 'I have a lot in common with the other members of the committee.'" (Q. E17-A)

<u>Median committee response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Yes, definitely	59%	50%	40%	22%
To some extent; No	<u>41</u>	<u>50</u>	<u>60</u>	<u>78</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

DO MEMBERS FEEL THEY ARE PART OF THE GROUP?

Table V:11

Relationship between committee activity and committee response to question: "Does this statement describe your OIIC committee? 'I really feel that I am part of the group.'" (Q. E17-J)

<u>Median committee response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Yes, definitely	86%	81%	47%	11%
To some extent; No	<u>14</u>	<u>19</u>	<u>53</u>	<u>89</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

DO MEMBERS PITCH IN?

Table V:12

Relationship between committee activity and committee response to question: "Does this statement describe your OIIC committee? 'People pitch in to help each other carry out OIIC projects.'" (Q. E17-H)

<u>Median committee response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Yes, definitely	55%	35%	17%	6%
To some extent; No	<u>45</u>	<u>65</u>	<u>83</u>	<u>94</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

DO MEMBERS SHARE WORK?

Table V:13

Relationship between committee activity and committee response to question: "Does this statement describe your OIIC committee? 'Everyone carries his fair share of the load.'" (Q. E17-B)

<u>Median committee response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Yes, definitely	32%	35%	21%	18%
To some extent; No	<u>68</u>	<u>65</u>	<u>79</u>	<u>82</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

ARE MEMBERS FROM SAME OR DIFFERENT COMPANIES?

Table V:14

Relationship between committee activity and committee response to question: "Does this statement describe your OIIC committee? 'Most of the people are connected with the same oil company I am connected with.'" (Q. E17-D)

<u>Median committee response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Yes, definitely; To some extent	5%	4%	0%	6%
No	<u>95</u>	<u>96</u>	<u>100</u>	<u>94</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

F. Summary and Conclusions

The data in this chapter point to the advantages for OIIC of any measures which can be taken to encourage the growth of OIIC committees from aggregates of individuals into organized groups. Among the characteristics of organized groups which are found to be related to OIIC activity are:

(1) Specialization of assignments. The more active committees are the ones where members are assigned tasks which fit their skills and where they have specialized roles or positions. But it is not sufficient for the committee to be divided formally into a number of positions which exist on paper alone; the members themselves must have a clear awareness of their titles and a clear knowledge of what duties are assigned to them.

(2) Successful meetings. The more active committees are the ones where meetings are held frequently and regularly; the meeting place and time are convenient; and the members feel a sense of accomplishment at meetings. Meetings serve such functions as enabling efficient planning of programs, creating group goals and standards, and allow for discussion and evaluation of past and present projects.

(3) Group sanctions. The more active committees are the ones where the group itself attempts to influence its members to be active in OIIC. The members of successful groups do not leave such attempts to the chairman alone. They themselves attempt to persuade inactive members to accept their assignments and work toward the common group goals.

(4) Group cohesiveness. The more active committees are the ones where there is a high degree of group cohesiveness. They tend to feel a sense of commonality and identification with other members of the group, and they feel that there is a spirit of cooperation and that responsibilities are fully shared.

The emergence of such an organized group probably involves a number of stages. In the initial development, there is simply a collection of individuals who may or may not know each other. At this stage, there is little in the way of a perception of common goals or group cohesiveness or identification. After a while, as meetings are held and differential roles and responsibilities are assigned, the collection of individuals begins to take on some of the characteristics of an organized group. They begin to know each other, and what to expect of each other. The chairman, throughout this period, is calling group meetings, communicating the purposes of the program, and setting standards, and is therefore a key figure in the operation. But once the program is successfully launched, the group members themselves begin to shoulder responsibility for the group's direction, even to the point where the group itself will exert pressures upon members who fail to carry out duties assigned to them. It is at this last stage that the members come to accept fully and interiorize the goal of high activity in OIIC, and can be counted upon to provide their own impetus for steady and high activity in OIIC.

Chapter VI

RELATIONS WITH HIGHER OIIC

The local OIIC committee is part of a larger organization. Within each state, the local committees are grouped into a number of areas, each with an area committee and an area chairman. The remaining levels of the over-all structure include 48 state committees, a number of district and regional committees, and a national steering committee of OIIC. In addition to these various kinds of committees, which are made up of volunteer representatives from the oil industry, there are a number of committees or units made up of professional OIIC personnel. These are located in a national office in New York, three regional offices, and 12 district offices throughout the nation. The professional OIIC personnel help to set programs, coordinate activities, provide materials and equipment, and assist the volunteer committees in related ways.

The relationships among various organizational levels are among the major administrative problems of most organizations, and have an important bearing on over-all effectiveness. In this chapter, we shall turn our attention to such relationships, particularly with reference to the relations of local committees to higher levels of OIIC. Some of the key questions are these:

- How frequently should local and higher levels be in touch with one another?
- In addition to direct contacts, do indirect contacts such as newsletters help?
- How important is it that lower and higher levels have an understanding of each other's operations?
- Should the local committees carry out nationally established programs to the letter, or should they make some attempt to initiate projects on their own?

A. Communications with Higher OIIC

Local OIIC committees keep in touch with higher levels of OIIC by mail, by phone, in person, or, indirectly, through staff newsletters. On the whole, the active OIIC committees maintain closer ties with the larger organization:

(1) Chairmen of high active committees more often report contacts with professional OIIC men. 85% of chairmen of high active committees report contacts with a professional OIIC man at least 5 or 6 times during the past 12 months, while only 19% of chairmen of inactive committees report such frequent contacts. (Table VI:1)

(2) Chairmen of high active committees more often report contacts with volunteers at levels in OIIC above the local committee. 85% of chairmen of high active committees report at least 5 or 6 such contacts over a 12 month period, while only 38% of chairmen of inactive committees report such frequent contacts. (Table VI:2)

(3) Chairmen of high active committees more often report communications from higher OIIC through staff newsletters. 89% of chairmen of high active committees say that they receive an OIIC district newspaper or something similar, while 64% of chairmen of inactive committees report receiving it. (Table VI:3) In the same table, it can be seen that among high active chairmen who receive a newspaper about half say that they receive it a couple of times a month or more often; among inactive chairmen who receive a newspaper only one out of seven says that he receives it this often. There is the possibility, of course, that these responses reflect the chairman's forgetfulness or lack of attention to OIIC material, rather than actual failure to receive such communications.

(4) Chairmen of high active committees more often report that they make sure that records of the activities in which their committees are engaged are reported to higher OIIC. 76% of chairmen of high active committees report that they check to see that the activities being carried out are reported to the OIIC District Office, while only 20% of inactive committees report this. (Table VI:4)

Active local committees are more likely to initiate communications to higher OIIC than inactive committees, almost by definition: Only committees with active programs will have projects to report, and, similarly, committees with projects in progress have more specific questions on which they may seek assistance in doing these projects.

But the contacts between different levels of OIIC can also be initiated by the central OIIC organization. It is of interest, then, to note from Tables VI:1, VI:2 and VI:3 that higher levels of OIIC appear to be paying more attention to active committees than to inactive committees. Should OIIC continue to concentrate its communication efforts on the committees that show most promise of success? Or should OIIC consider some shift in emphasis in the direction of activating (or reactivating) inactive committees?

FREQUENCY OF CHAIRMAN'S CONTACTS
WITH PROFESSIONAL OIIC MAN

Table VI:1

Relationship between committee activity score and chairman
response to question: "How often have you had contacts
with a professional OIIC man during the past 12 months?"
(Q. I3-A)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Has contacts five or six times a year or more often	85%	63%	25%	19%
Has contacts once or twice a year or less often	<u>15</u>	<u>37</u>	<u>75</u>	<u>81</u>
Total	100%	100%	100%	100%
Number of Committees	(20)	(24)	(28)	(16)

FREQUENCY OF CHAIRMAN'S CONTACTS WITH
HIGHER LEVEL INDUSTRY PEOPLE IN OIIC

Table VI:2

Relationship between committee activity score and chairman response to question: "How often have you had contacts with anyone in the oil industry at a higher level in OIIC than your committee during the past 12 months?" (Q. I3-B)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Has contacts five or six times a year or more often	85%	83%	54%	38%
Has contacts once or twice a year or less often	<u>15</u>	<u>17</u>	<u>46</u>	<u>62</u>
Total	100%	100%	100%	100%
Number of Committees	(20)	(24)	(28)	(16)

HOW OFTEN CHAIRMAN GETS OIIC NEWSPAPER

Table VI:3

Relationship between committee activity score and chairman response to questions: "Do you receive an OIIC District news-letter or anything like that?" (Q. I6) (IF YES:) "How often do you receive it?" (Q. I7)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Receives it a couple of times a month or more often	42%	30%	8%	9%
Receives it once a month or less often	47	55	59	55
Does not receive it	<u>11</u>	<u>15</u>	<u>33</u>	<u>36</u>
Total	100%	100%	100%	100%
Number of Committees	(19)	(20)	(24)	(11)

REPORTING TO HIGHER OIIC

Table VI:4

Relationship between committee activity and chairman response to question: "Do you check to see that the activities being carried out are reported to the OIIC District Office?" (Q. H19-J)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Yes, definitely	76%	63%	46%	20%
To some extent; No	<u>24</u>	<u>37</u>	<u>54</u>	<u>80</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(24)	(26)	(15)

B. Mutual Understanding between Levels of OIIC

Good understanding between different offices or levels helps any organization work more effectively. In OIIC, active committees feel that they have a good understanding of higher OIIC, and feel that higher OIIC has a similarly good understanding of their committees:

(1) Chairmen of high active committees more often report that they understand higher levels of OIIC. 71% of chairmen of high active committees report that they have a good or very good understanding of higher levels of OIIC and how they are set up; only 33% of chairmen of inactive committees feel this way. (Table VI:5)

(2) Chairmen of high active committees more often report that higher levels of OIIC understand the local committee's problems. 81% of chairmen of high active committees report that people at higher levels of OIIC have a good or very good understanding of the local set-up; only 40% of chairmen of inactive committees feel this way. (Table VI:6)

(3) Chairmen of high active committees more often report that higher levels of OIIC have a good idea of the local committee's activities. 90% of chairmen of high active committees report that higher levels of OIIC have a good or very good idea of the committee's activities, while this is reported by only 39% of chairmen of inactive committees. (Table VI:7)

Good communication and mutual understanding are intimately related. If people higher in OIIC have been successful in setting up good communications with a local committee, it is more likely that there will be better understanding of OIIC purposes by the chairman and other members. Moreover, committees whose members have no evidence that higher OIIC is particularly interested in them and their problems are not likely to take the initiative in establishing contacts with higher OIIC.

We have thus added to the emerging pictures of active and inactive committees. The inactive committees are not only inactive at the local level; they are also out of touch with the national organization. It is probable that inactive committees are of two types: First, there are those which have had some kind of effective initial contact with the larger organization, but have allowed it to deteriorate over time. Their inactivity has resulted from some defect in personnel, leadership, or committee process, and they no longer have anything to communicate to higher levels of OIIC.

A second type of inactive committee probably never was in effective contact with the central organization. Their initial

experience was a letter or a brief visit from someone designating them as committee members, and some distribution of OIIC materials for their use. But they did not fully understand what it was they were supposed to do, nor what OIIC was trying to do as a national organization.

In both these kinds of committees, members feel now that they do not know very much about OIIC and that OIIC leaders know very little about them.

UNDERSTANDING OF HIGHER OIIC

Table VI:5

Relationship between committee activity score and chairman response to question: "How good an understanding do you feel you have about higher levels of OIIC and how they are set up?" (Q. 15)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Very good; Good	71%	70%	44%	33%
Fair; Not too good; Poor	<u>29</u>	<u>30</u>	<u>56</u>	<u>67</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(23)	(25)	(15)

HIGHER OIIC'S UNDERSTANDING
OF LOCAL SITUATION

Table VI:6

Relationship between committee activity score and chairman response to question: "How good an understanding do you think people at higher levels of OIIC have of your set-up and the kinds of problems you have in running it?" (Q. 14)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Very good	43%	22%	20%	20%
Good	38	52	56	20
Fair; Not too good; Poor	<u>19</u>	<u>26</u>	<u>24</u>	<u>60</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(23)	(25)	(10)

HIGHER OIIC'S KNOWLEDGE
OF COMMITTEE ACTIVITY

Table VI:7

Relationship between committee activity score and chairman response to question: "Do higher levels of OIIC have a good idea of whether or not your committee is active in the OIIC program, or don't they know very much about this?" (Q. 111)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Very good	40%	14%	15%	8%
Good	50	63	59	31
Fair, Not too good; Poor	<u>10</u>	<u>23</u>	<u>26</u>	<u>61</u>
Total	100%	100%	100%	100%
Number of Committees	(20)	(22)	(27)	(13)

C. Autonomy of Local Committees

Should the local committees follow strictly the programs planned by higher OIIC, or should they originate at least a portion of their own programs? On the one hand, the suggestions and materials from higher levels no doubt help the local committees do their job, and OIIC's effectiveness as a nation-wide organization depends in part on many committees doing the same things at the same time. On the other hand, local committees know local conditions best, and will be more likely to feel a sense of personal involvement if they can make some contributions of their own to the programs they carry out.

The importance of these latter considerations for OIIC is pointed up by the answers to a question asked of the chairmen. The chairmen were asked: "Are the kinds of projects which you and your committee work on usually laid out for you by OIIC, or do you and your committee usually originate projects on your own?" 72% of the chairmen of high active committees report that they use recommended OIIC programs as a basis to build on, but modify these programs to suit local conditions and sometimes originate suitable projects on their own. By contrast, only 30% of chairmen of inactive committees report that they ever do any local planning of programs. A majority of inactive chairmen say that they simply follow OIIC programs as recommended. (Table VI:8)

Although this is the only finding pointing to the importance of local autonomy in this study, other studies have consistently tended to support the importance of this factor. It appears to be especially important in situations where the activity is more or less voluntary. Thus, for example, the freedom to help develop one's research project in an industrial concern is highly related to the research productivity of the industrial scientist.

Autonomy carried to an extreme would mean lack of communication and assistance from higher levels; similarly, communication and "assistance" carried to an extreme would mean lack of autonomy for the local organization. The optimum procedure is clearly somewhere between these two limits, and the active OIIC committees appear to have achieved such a compromise.

INITIATIVE OF LOCAL COMMITTEE

Table VI:8

Relationship between committee activity score and chairman response to question: "Are the kinds of projects which you and your committee work on usually laid out for you by OIIC, or do you and your committee usually originate projects on your own?" (Q. 112)

<u>Chairman's response:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
We sometimes modify OIIC programs; We sometimes initiate OIIC programs	72%	48%	36%	30%
We always follow OIIC programs	<u>28</u>	<u>52</u>	<u>64</u>	<u>70</u>
Total	100%	100%	100%	100%
Number of Committees	(21)	(21)	(25)	(10)

D. Summary and Conclusions

The data in this chapter emphasize the advantages to be gained by effective communication between the local committees and higher levels of OIIC. The relationships of active committees to higher levels of OIIC show the following characteristics:

(1) Communication between levels of OIIC. In the more active committees, chairmen are more likely to maintain close ties with higher OIIC. Some of these contacts are initiated by the committee, and some of them are initiated by higher OIIC. Chairmen of active committees are likely to see professional OIIC men or oil industry people who are leaders in OIIC at least half a dozen times a year. They report receiving written communications from the central OIIC office, including newsletters or newspapers. They make sure that activities of their committee are reported to the OIIC District Office.

(2) Mutual understanding between levels of OIIC. In the more active committees, there is likely to be a feeling that the committee understands the overall OIIC organization and also that people at higher levels in the organization are aware of and understand the committee's problems. Such mutual understanding is probably a result of good communication between the active committees and the central organization. Mutual understanding is of importance because it is a condition associated with interpersonal trust, which in turn is related to the willingness to cooperate and accept suggestions.

(3) Autonomy of local committees. Optimal effectiveness is secured when the local committees themselves make at least some effort to originate and elaborate OIIC projects and programs. In this way, a greater sense of personal involvement is probably achieved, i.e., the members come to identify the goals of the program as their own goals.

Another important finding pertaining to the relationship of local committees and higher OIIC may be recalled from Chapter IV. It was shown there that the standards of committee activity held by the chairmen are associated with the standards held by higher levels of OIIC. Where the area chairmen expect a high level of activity from the community committees, and communicate this expectation to the local chairmen, the local chairmen in turn expect a high level of activity from their committees. And where these expectations are high, the activity of the committees tends to be high, too.

Although maximum activity is obtained where people at higher levels of OIIC help to set the local committee's activity standards, and where higher levels provide suggestions to the local levels, this does not necessarily mean that the higher levels should specify precisely how the local groups should carry out their programs. The optimal relationship between the levels seems to be one

between two extremes: at one extreme, every activity of the local level is directed by the higher level; at the other extreme, the local committee has no communication whatever with the higher level, and either goes off completely on its own, or, more likely, does nothing. The most effective OIIC leadership consists in helping committees understand their part in the total picture, in setting high standards, and, through frequent communication, in demonstrating that higher OIIC takes a strong interest in what is happening at the local level. At the same time, effective leadership encourages the local levels to become involved in their work through working out the specific aspects of their programs by themselves.

The importance of the various functions served by higher levels of OIIC probably helps to explain the success of a recent innovation in OIIC. In some regions, there are traveling liaison personnel between local committees and higher levels of OIIC known as the "Flying Squadron." The adoption of this practice as well as related practices -- particularly where they are carried out by well-trained, highly motivated personnel -- would appear to be of critical importance for the success of a geographically disparate, locally autonomous volunteer organization like OIIC.

One major advantage of communication between local committees and higher levels of OIIC is that it gives members a sense of being an integral part of a larger organization. They come to know that others are engaged in similar operations and that their efforts are not confined to themselves alone. They also come to feel that others know of their efforts and that their efforts are appreciated. In the same way, then, that it is important that members feel they are a part of an organized group, it is similarly important that members feel they are part of a larger organization.

Chapter VII

THE PERSONAL CHARACTERISTICS OF MEMBERS OF OIIC

The way that a person is recruited into the OIIC program and the kinds of committee practices and leadership practices to which he is exposed once he is in the program are both important determinants of his activity in OIIC, but it is also important that the "right" kinds of people get chosen for OIIC in the first place. An OIIC member brings certain characteristics with him when he enters the program. He has a particular job, a place in the community in which he lives, and various personal traits, such as age, sex and education. In this chapter we will examine the extent to which personal characteristics which a member brings with him into the program influence and condition his later activity in the program. Among the questions which are explored in this chapter are these:

- Is the kind of job a member has related to his activity in the program?
- Does the size of town a member lives in determine whether he becomes active or inactive in the program?
- Who are more active in the program -- men or women?
- Who are more active in the program -- younger or older people?
- How do the kinds of interests and skills that a member has influence his activity in the program?

A. Occupation

The oilmen interviewed in this study may be classified into two major occupational groups: those who work directly for oil companies and those who do not work directly for oil companies. The former group consists primarily of administrative or professional persons in the major or independent oil companies; the latter group consists primarily of owners or administrative personnel in small businesses engaged in the distribution or retailing of oil products. Oil company employees are considerably more active in the program than the other OIIC members. 89% of high active members are oil company employees; in contrast, only 29% of inactive members are oil company employees. (Table VII:1)

Figure VII:A presents the relationship between occupation and activity in greater detail. The average individual activity scores are shown for four groups working for oil companies -- those in public relations, in personnel, in sales, or in other specialties; also shown are the scores of four groups not in oil companies -- jobbers, distributors, consignees, and dealers. The break between the activity scores of the groups working directly for oil companies and the other groups is quite sharp.

There are a number of reasons which may account for the differences among these groups. Oil company employees are much more likely to hold positions whose duties are related to OIIC work; they are more likely to have jobs of considerable status; they feel more identified with the oil industry as a whole; and they are in more frequent contact with persons who want them to take an active role in OIIC. We will discuss each of these explanations in turn.

As shown elsewhere in this report,¹ having a job or skill related to OIIC requirements is conducive to high activity in OIIC. Consider the groups who make up the bulk of the members in oil companies: First of all, persons in public relations or personnel are, by reason of training and experience, particularly qualified to do OIIC work. They know how to get a message across to people and they know how to work with groups. Secondly, salesmen are also well qualified to do OIIC work. Their mobility is a great asset, as they can make many contacts and line up assistance for OIIC program. They are often just as eager to "sell" the oil industry as they are to sell its products.

In contrast, the data of Tables VII:2 through VII:5 indicate that persons who do not work directly for oil companies are less likely to think of themselves as people who should be doing OIIC

1 The following tables are relevant: III:10, III:14, IV:4, IV:12, VII:17 and VII:18.

work. Moreover, since their jobs do not have duties similar to those involved in OIIC committee work, they are less likely to see the necessity for the OIIC program:¹

(1) 77% of members in oil companies feel that it is necessary for people having jobs like theirs to be in OIIC; while among those who do not work directly for oil companies, the per cent of members feeling this way ranges from 69% (jobbers) to 47% (consignees). (Table VII:2)

(2) 85% of members in oil companies feel that they understand the purposes of OIIC "very well" or "fairly well"; while among those who do not work directly for oil companies, the per cent of members feeling this way ranges from 56% (distributors) to 36% (dealers). (Table VII:3)

(3) 90% of members in oil companies feel that OIIC is "very important" or "important" to the oil industry; while among those who do not work directly for oil companies, the per cent of members feeling this way ranges from 79% (dealers) to 69% (consignees). (Table VII:4)

(4) 80% of members who work directly for oil companies want to continue being in OIIC; while among those who do not work directly for oil companies the per cent of members feeling this way ranges from 74% (distributors) to 43% (consignees). (Table VII:5)

A second factor which helps in understanding the differences in activity level between those who work in oil companies and those who do not is the status of the member. One measure of status is the number of persons supervised by the member. As shown in Table VII:6, there is a moderate relationship between the number of persons supervised by a member on his regular job and the activity of the member in the OIIC program. 55% of high active members supervise 4 or more persons, while only 39% of inactive members do so. Table VII:7 indicates how this fact helps in explaining the superior activity of oil company employees relative to the other members. It is shown there that oil company employees supervise, on the average, more persons than distributors, dealers, jobbers, or consignees. Members who work in oil companies supervise, on the average, 11 persons; among those who do not work directly for oil companies, jobbers and dealers supervise 7 persons, distributors 6, and consignees 5.

1 The picture is rounded out in Chapter VIII, "Knowledge and Attitudes About OIIC," in which each of these attitudes here related to members' occupation (Tables VII:2 through VII:5) are shown to be associated with high activity in the OIIC program (Tables VIII:1, VIII:3, VIII:4, VIII:5).

The combined effects of occupation and status are shown in Table VII:8. As expected, those who work in oil companies and supervise a relatively large number of people are seen to be the most active in the OIIC program. Members who do not work directly for oil companies and who supervise relatively few people are the least active in the program. How about the two intermediate groups? Who are the more active in OIIC -- those who work in oil companies but have little supervisory responsibility, or those who do not work in oil companies but have considerable supervisory responsibility? The table shows that the former group are the more active, and also that those in oil companies are considerably more active than those not in oil companies, regardless of the number of persons supervised. These findings suggest that status (at least as measured by number of persons supervised) can explain only a small portion of the differences in activity between oil company employees and other members, and also that status is less important as a determinant of OIIC activity than is occupation.

A third factor which was mentioned as contributing to the differences in activity between oil company employees and those who are not oil company employees was a greater level of identification of oil company employees with the oil industry. A pair of tables supports this interpretation:

(1) A question asked to measure identification with the oil industry was, "How do you think the oil industry is as an industry to work in?" Although a majority of members in all four activity categories -- high active, medium active, low active, and inactive -- express satisfaction with the industry, the four groups differ in the frequency with which satisfaction is reported. 86% of high active members answered, "Very satisfied," while only 50% of inactive members gave this response. (Table VII:9)

(2) Oil company employees are more likely than other members to report satisfaction with the industry. 84% of members who work in oil companies say they are "very satisfied" with the oil industry; among members who do not work directly for oil companies, the per cent "very satisfied" ranges from 67% (consignees) to 32% (dealers). (Table VII:10)

Finally, the differences in activity between oil company employees may in part be attributed to the relationships of the oil company employee with higher status persons in his own company who want him to be active in OIIC. OIIC is a cooperative enterprise of many oil companies, and employees of those companies may feel that there is "company policy," or at least unwritten encouragement in favor of OIIC activity. Oil company employees are therefore more likely to feel that higher status persons in their company approve of their being active in OIIC. Data showing that such a feeling is associated with high activity will be deferred until Section E of Chapter VIII, in which the topic "Social Supports for OIIC Membership" is discussed.

OCCUPATION OF MEMBERS

Table VII:1

Relationship between individual activity and
occupation. (Q. A3)

<u>Occupation:</u>	<u>Per cent of individuals who are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Works directly for oil company (e.g., public relations, personnel, sales)	89%	69%	41%	29%
Does not work directly for oil company (e.g., dealer, distributor, independent jobber, consignee)	<u>11</u>	<u>31</u>	<u>59</u>	<u>71</u>
Total	100%	100%	100%	100%
Number of Individuals	(170)	(131)	(125)	(120)

Average
individual
activity

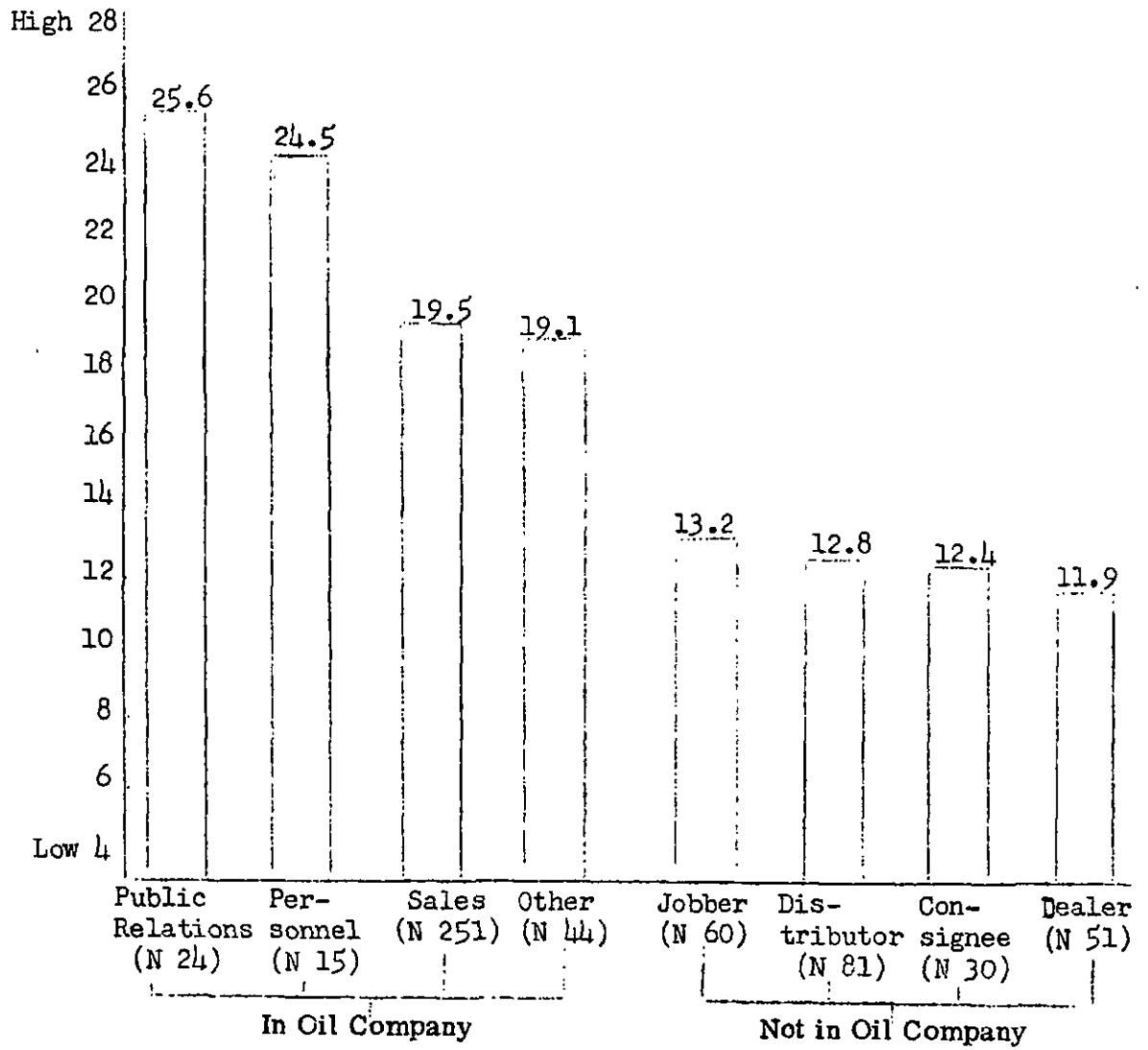


Figure VII:A ACTIVITY OF MEMBERS BY OCCUPATION

NECESSITY OF BEING IN OIIC,
BY MEMBERS' OCCUPATION

Table VII:2

Relationship between members' occupation (Q. A3) and individual response to question: "How about for people like you--do you think it is necessary for people like you, in your kind of job, to get involved in OIIC?" (Q. D16)

<u>Individual response:</u>	<u>Oil Co. Employee</u>	<u>Dealer</u>	<u>Inde- pendent Jobber</u>	<u>Dis- tributor</u>	<u>Con- signee</u>
It is necessary	77%	51%	69%	63%	47%
Necessary--qualified	10	11	13	10	6
It is not necessary	<u>13</u>	<u>38</u>	<u>18</u>	<u>27</u>	<u>47</u>
Total	100%	100%	100%	100%	100%
Number of Individuals	(326)	(47)	(56)	(78)	(30)

UNDERSTANDING OF OIIC'S PURPOSES,
BY MEMBERS' OCCUPATION

Table VII:3

Relationship between members' occupation (Q. A3) and individual response to question: "How well do you feel you understand the purposes of the OIIC program?" (Q. C1)

<u>Individual response:</u>	<u>Oil Co. Employee</u>	<u>Dealer</u>	<u>Inde- pendent Jobber</u>	<u>Dis- tributor</u>	<u>Con- signee</u>
Understand very well	33%	14%	14%	17%	14%
Understand fairly well	52	22	31	39	38
Not too good an understanding; Don't understand at all	<u>15</u>	<u>64</u>	<u>55</u>	<u>44</u>	<u>48</u>
Total	100%	100%	100%	100%	100%
Number of Individuals	(323)	(51)	(58)	(76)	(29)

IMPORTANCE OF OIIC TO THE INDUSTRY,
BY MEMBERS' OCCUPATION

Table VII:4

Relationship between members' occupation (Q. A3) and individual response to question: "Do you feel that it is important for the oil industry to have the OIIC program, or could the industry do just as well without it?" (Q. C3)

<u>Individual response:</u>	<u>Oil Co. Employee</u>	<u>Dealer</u>	<u>Inde- pendent Jobber</u>	<u>Dis- tributor</u>	<u>Con- signee</u>
Very important	33%	23%	18%	14%	4%
Important	57	56	52	62	65
Neutral; Not important	<u>10</u>	<u>21</u>	<u>30</u>	<u>24</u>	<u>31</u>
Total	100%	100%	100%	100%	100%
Number of Individuals	(329)	(43)	(56)	(74)	(26)

DESIRE TO CONTINUE IN OIIC,
BY MEMBERS' OCCUPATION

Table VII:5

Relationship between members' occupation (Q. A3) and individual response to question: "All in all, would you say you want to continue being in OIIC, or would you just as soon not be in it? (Q. D20)

<u>Individual response:</u>	<u>Oil Co. Employee</u>	<u>Dealer</u>	<u>Inde- pendent Jobber</u>	<u>Dis- tributor</u>	<u>Con- signee</u>
Wants to continue	80%	53%	72%	74%	43%
Wants to continue--qualified	11	19	9	11	4
Just as soon not be in it	<u>9</u>	<u>28</u>	<u>19</u>	<u>15</u>	<u>53</u>
Total	100%	100%	100%	100%	100%
Number of Individuals	(324)	(47)	(54)	(75)	(28)

NUMBER OF PERSONS SUPERVISED

Table VII:6

Relationship between individual activity and individual response to question: "Is there anyone who works directly under your supervision? (IF YES) How many people work directly under your supervision? (Q. A7 and Q.A7a)"

<u>Individual response:</u>	<u>Per cent of individuals who are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
4 or more people supervised	55%	66%	48%	39%
3 or fewer people supervised	<u>45</u>	<u>34</u>	<u>52</u>	<u>61</u>
Total	100%	100%	100%	100%
Number of Individuals	(191)	(141)	(149)	(135)

NUMBER OF PERSONS SUPERVISED,
BY OCCUPATION

Table VII:7

Average number of persons supervised (Q. A7a) by
members of different occupations (Q. A3)

	<u>Average number of persons supervised</u>
Oil company employee	11 persons
Independent jobber	7 persons
Dealer	7 persons
Distributor	6 persons
Consignee	5 persons

COMBINED EFFECT OF OCCUPATION
AND NUMBER OF PERSONS SUPERVISED

Table VII:8

Relationship between individual activity and individual response to questions: "Would you look at this chart and tell me which of these describes your company best?" (Q. A3) "How many people work directly under your supervision?" (Q. A7a)

<u>Individual response:</u>	<u>Per cent of individuals who are:</u>			<u>Number of individuals</u>
	<u>High and medium active</u>	<u>Low active and in-active</u>	<u>Total</u>	
Oil company employees: supervise 4 or more persons	79%	21	100%	(175)
Oil company employees: supervise 3 or fewer persons	66%	34	100%	(157)
Dealers, distributors, jobbers, consignees: supervise 4 or more persons	36%	64	100%	(118)
Dealers, distributors, jobbers, consignees: supervise 3 or fewer persons	15%	85	100%	(103)

SATISFACTION WITH OIL INDUSTRY

Table VII:9

Relationship between individual activity and individual response to question: "How do you think the oil industry is as an industry to work in? (Q. All)

<u>Individual response:</u>	<u>Per cent of individuals who are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Very satisfied	86%	81%	58%	50%
Satisfied	11	18	35	39
Mixed or neutral feelings to very dissatisfied	<u>3</u>	<u>1</u>	<u>7</u>	<u>11</u>
Total	100%	100%	100%	100%
Number of Individuals	(188)	(137)	(148)	(124)

SATISFACTION WITH OIL INDUSTRY,
BY OCCUPATION OF MEMBER

Table VII:10

Relationship between occupation (Q. A3) and individual response to question: "How do you think the oil industry is as an industry to work in?" (Q. A11)

<u>Individual response:</u>	<u>Oil Co. Employee</u>	<u>Dealer</u>	<u>Inde- pendent Jobber</u>	<u>Dis- tributor</u>	<u>Con- signee</u>
Very satisfied	84%	32%	60%	48%	67%
Satisfied	15	53	33	42	23
Neutral or dissatisfied	<u>1</u>	<u>15</u>	<u>7</u>	<u>10</u>	<u>10</u>
Total	100%	100%	100%	100%	100%
Number of Individuals	(326)	(47)	(55)	(79)	(30)

B. Type of Community

OIIC covers a wide variety of sizes of cities, ranging from large metropolitan communities to towns with a population of less than 10,000. The sample of OIIC committees for this study was chosen to include enough committees in communities of each size group, so that they could be compared with respect to activity. Thus, we are able to compare the activity levels of members who live in cities of over 500,000, between 100,000 and 500,000, between 25,000 and 100,000, between 10,000 and 25,000, and less than 10,000. In addition, we separated out a sixth population group -- suburbs of metropolitan communities. We did this because we could not be sure beforehand whether a suburb of say, 50,000 people would be more like a medium-sized town in the 10,000 to 100,000 bracket or more like the metropolitan community with which it is geographically (and perhaps psychologically) associated.

As shown in Figure VII:B, there is a sharp relationship between the size of the city in which a member's committee is located and his activity level in OIIC. Table VII:11 presents the percentages of members, grouped by activity level, who are located in each of the six types of cities. The larger the city, the more likely the member is to take an active part in OIIC. 27% of high active members are located in cities of greater than 500,000 population, while only 1% of inactive members are in cities of this size. Only 1% of high active members are in towns of less than 10,000, while fully 48% of inactive members are in such small towns.

The population of the suburbs in this study ranges from 10,000 to 100,000. Examination of Table VII:11 and Figure VII:B shows that the activity of suburbs tends to be between that of other cities of this size and cities with a population of over 100,000. This is probably related to the fact that the area headquarters of OIIC are usually located within the larger cities. Committees which are closer to area headquarters may very well receive greater attention, assistance and stimulation from higher OIIC than do local committees, which, on the average, are further from area headquarters than the suburbs. Consequently the activity of the committees nearer area headquarters -- i.e., the suburbs -- is a little higher than might ordinarily be expected for cities of their size.¹

1 Although the data are too fragmentary to justify full presentation in this report, there is some evidence which tends to confirm this interpretation. If a large city is active in the OIIC program, the suburbs near it tend to be fairly active, too; conversely, if a large city takes a less active part, the suburb near it is likely to be inactive in the program.

One interpretation of the activity differences among cities of varying sizes would explain the differences in the same terms used to explain the activity of suburbs. In other words, it is possible that the larger cities are more active because in general they are closest to the OIIC area headquarters, while the smaller cities are less active because they are, in general, at the greatest distance from OIIC headquarters. However, contact with higher OIIC probably is not sufficient in itself to account for the large differences in activity among the various types of cities.

A second factor which may explain some of the differences among cities is the relative ease of staffing committees with skilled personnel in the larger cities. Although there are some exceptions, there is usually only one community committee for a city, regardless of the size of the city. It follows from this that there is a much larger pool of talent available for committee work in larger cities than in smaller cities.

Finally, the data of Table VII:12 provide another important clue. This table shows that as the population of cities increases, the percentage of members in cities who are in oil companies also tends to increase. 81% of members in cities over 500,000 are oil company employees, while at the other extreme, only 11% of members in cities under 10,000 are oil company employees. This result suggests that the various factors associated with being in an oil company¹ -- i.e., training and responsibility for work similar to that of OIIC, relatively high status, identification with the oil industry, and relationships with higher status persons who encourage OIIC activity -- are also more frequently found as size of cities increases.

These data point up the issues involved in continuation or expansion of the OIIC operation in cities of under 10,000. On the one hand, Table VII:11 indicates that a disproportionate number (about half) of the inactive committees are in towns of this size. Moreover, the data are very consistent in suggesting that some of the factors important for the development of active committees are not often found in such small cities. On the other hand, against these unfavorable prospects must be balanced the contribution toward realization of OIIC's program which may be made by community committees in small towns.

1 For discussion of these factors, see Section A of this chapter.

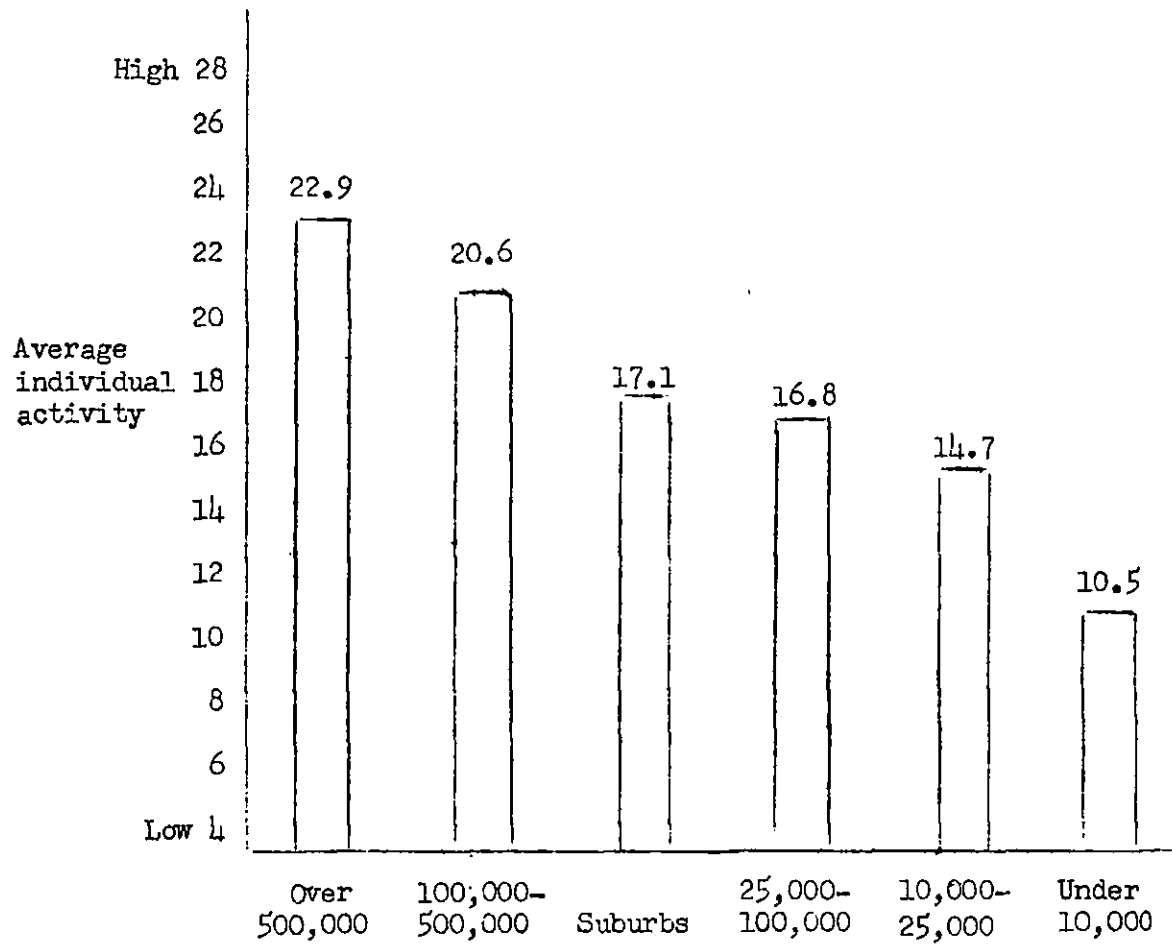


Figure VII: B ACTIVITY OF MEMBERS BY POPULATION OF CITY

SIZE OF CITY

Table VII:11

Relationship between individual activity and size of
city where committee is located.

<u>Size of city:</u>	<u>Per cent of individuals who are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Over 500,000	27%	16%	4%	1%
100,000 to 500,000	38	35	15	8
Suburbs	21	11	15	22
25,000 to 100,000	9	20	17	11
10,000 to 25,000	4	9	15	10
Under 10,000	<u>1</u>	<u>9</u>	<u>34</u>	<u>48</u>
Total	100%	100%	100%	100%
Number of Individuals	(191)	(142)	(151)	(136)

OCCUPATION OF MEMBERS, BY CITY SIZE

Table VII:12

Relationship between size of city and occupation (Q. A3)

<u>Occupation:</u>	<u>Over</u> <u>500,000</u>	<u>100,000</u> <u>to</u> <u>500,000</u>	<u>Suburbs</u>	<u>25,000</u> <u>to</u> <u>100,000</u>	<u>10,000</u> <u>to</u> <u>25,000</u>	<u>Under</u> <u>10,000</u>
Oil company employee	81%	72%	61%	65%	37%	11%
Dealer	2	5	17	1	7	15
Independent jobber	1	4	6	15	19	18
Distributor	2	8	7	10	15	32
Consignee	0	1	3	6	15	9
Other and combinations of above	<u>14</u>	<u>10</u>	<u>6</u>	<u>3</u>	<u>7</u>	<u>15</u>
Total	100%	100%	100%	100%	100%	100%
Number of Individuals	(83)	(109)	(153)	(86)	(54)	(131)

C. Education, Sex and Age

When he enters the OIIC program, an OIIC member brings with him not only his job skills and his community involvements, but also certain personal characteristics. Although it was beyond the scope of the present study to investigate extensively the full range of personal characteristics of the respondents (such as intelligence, personality traits, skills and abilities), a number of variables of this kind were included. The present section deals with three variables which are commonly studied by sociologists -- education, sex and age. The next section takes up variables which generally fall under the purview of psychologists -- interests and skills.

Tables VII:13, VII:14, and VII:15 show the relationships between a member's activity in OIIC and his education, sex and age. A positive relationship exists between activity and education, but there is no particular relationship between OIIC activity and either sex or age:

(1) The more education a member has, the more he is likely to be active in the OIIC program. 63% of high active members have had some college education, while only 40% of inactive members have that much education. (Table VII:13)

(2) OIIC members are predominantly men, but there are a number of women working in the program. Although some small differences are found, men and women tend to be about equal in their activity level in the program. (Table VII:14)

(3) OIIC members vary considerably in age. For the most part, activity level in the program is not particularly different for different age groups. 54% of high active members were born in 1909 or earlier, and 53% of inactive members were born during that period. (Table VII:15)

One explanation for the finding that education is positively related to activity in OIIC might be that the better-educated members more often have the kinds of interests and skills which are required for a member to carry out effectively his role in the OIIC program. Some support for this interpretation is offered by the data presented in the following section.

The finding that women are no more active than men should not be taken to mean that there is no advantage in including women on OIIC committees. Women may have certain unique skills which help the committee as a whole accomplish what it might otherwise not be able to. For example, many committees include a women's program as one of their regular activities, along with their other programs, such as press-radio-TV program, farm program, and school program. That having women on the committee is of special value even though women, as individuals, are no more active than men, is indicated by Table VII:16. 50% of high active committees have a female member, while only 6% of inactive committees have a female member.

EDUCATION OF MEMBERS

Table VII:13

Relationship between individual activity and individual
response to question: "How much schooling did you have?"
(Q. J6)

<u>Individual response:</u>	<u>Per cent of individuals who are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Some college	63%	66%	57%	40%
No college	<u>37</u>	<u>34</u>	<u>43</u>	<u>60</u>
Total	100%	100%	100%	100%
Number of Individuals	(191)	(141)	(151)	(135)

SEX OF MEMBERS

Table VII:14

Relationship between individual activity and individual
response to question: "Sex (BY OBSERVATION)" (Q. J9)

		<u>Per cent of individuals who are:</u>			
<u>Individual response:</u>		<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Male		94%	96%	95%	98%
Female		<u>6</u>	<u>4</u>	<u>5</u>	<u>2</u>
Total		100%	100%	100%	100%
Number of Individuals		(191)	(141)	(151)	(136)

AGE OF MEMBERS

Table VII:15

Relationship between individual activity and individual
response to question: "In what year were you born?"
(Q. J5)

<u>Individual response:</u>	<u>Per cent of individuals who are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Born in 1910 or after	46%	54%	54%	47%
Born in 1909 or before	<u>54</u>	<u>46</u>	<u>46</u>	<u>53</u>
Total	100%	100%	100%	100%
Number of Individuals	(190)	(140)	(150)	(134)

DOES THE COMMITTEE HAVE ANY FEMALE MEMBERS?

Table VII:16

Relationship between committee activity and committee
response to question: "Sex (BY OBSERVATION)" (Q. J9)

<u>Committees in which:</u>	<u>Per cent of committees which are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
At least one woman is included in committee's membership	50%	35%	13%	6%
No women are included in committee's membership	<u>50</u>	<u>65</u>	<u>87</u>	<u>94</u>
Total	100%	100%	100%	100%
Number of Committees	(22)	(26)	(30)	(18)

D. Interests and Skills

The respondents were given a list of fourteen hobbies and skills, and asked to indicate the ones in which they felt interested or skilled. The list consisted of the following items: hunting or fishing, photography, stamp collecting, salesmanship, sports, writing, "do it yourself," public speaking, music, commercial art, gardening, journalism, building or racing automobiles, and public relations. Some of these, it will be noted, are directly relevant to the kinds of activities which members of OIIC are expected to carry out; others are not particularly relevant to OIIC.

Is having these skills or interests related to a member's activity in OIIC? A set of summary results, showing tetrachoric correlations between activity level and interests or skills, is presented in Table VII:17. (A more detailed set of results, presenting per cent breakdowns for the various interests and skills is found in the following table, Table VII:18.) Although some of the relationships are small, on thirteen of the fourteen items there is a positive relationship between being active in OIIC and having an "outside" interest or skill. The more a member reports that he has various interests and skills, the more he is likely to be active in the OIIC program.

It is especially important that an OIIC member have interests and skills which will be of assistance to him in carrying out his role in the program. This is indicated by the finding that activity in OIIC tends to be much more closely related to those interests and skills which are relevant to the OIIC program. For example, the three items with which OIIC activity is most highly related are public relations, public speaking and journalism -- all of which are directly relevant to a person's role in OIIC. By contrast, the three items with which OIIC activity is least related are gardening, sports, and hunting or fishing -- none of which bear any direct relevance to a person's role in OIIC.

Even among the interests and skills classified as "non-relevant to OIIC," six out of the seven are positively related to OIIC activity. These very small but consistent relationships indicate, perhaps, that active members in OIIC are likely to be persons who are active in a variety of areas, or have the self-confidence to report having skills in these areas.

SKILLS AND INTERESTS

Table VII:17

Tetrachoric correlations between individual activity and individual response to question: "Different people have different interests and skills. Would you look at this chart and indicate in which fields you have some interests or skills." (Q. J4)

	<u>Tetrachoric Correlation</u>	<u>Number of Individuals</u>	<u>Relevance to OIIC</u>
Public speaking	+.47	(613)	Yes
Public relations	+.41	(616)	Yes
Journalism	+.37	(611)	Yes
Music	+.32	(612)	No
Photography	+.29	(611)	Yes
Writing	+.27	(609)	Yes
Commercial art	+.21	(608)	Yes
Salesmanship	+.20	(611)	Yes
"Do it yourself"	+.16	(607)	No
Stamp collecting	+.14	(602)	No
Building or racing automobiles	+.10	(608)	No
Sports	+.07	(614)	No
Gardening	+.07	(613)	No
Hunting or fishing	-.05	(610)	No

NOTE: A positive correlation means that high activity is associated with reporting the skill or interest; the higher the correlation, the stronger this association.

SKILLS AND INTERESTS

Table VII:18

Relationship between individual activity and individual response to question: "In which of these fields do you have some interests or skills?" (Q. J4)

		<u>Per cent of individuals who are:</u>			
		<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
<u>A. Hunting or fishing</u>					
I am very skilled at this		11%	6%	13%	11%
I am skilled at this		24	34	28	29
Not skilled, but I am interested in it		40	44	42	43
I am not interested in this		<u>25</u>	<u>16</u>	<u>17</u>	<u>17</u>
Total		100%	100%	100%	100%
Number of Individuals		(187)	(140)	(150)	(133)
<u>B. Photography</u>					
I am very skilled at this		2%	1%	1%	1%
I am skilled at this		15	9	11	4
Not skilled, but I am interested in it		56	62	48	44
I am not interested in this		<u>27</u>	<u>28</u>	<u>40</u>	<u>51</u>
Total		100%	100%	100%	100%
Number of Individuals		(188)	(140)	(150)	(133)
<u>C. Stamp Collecting</u>					
I am very skilled at this		2%	0%	0%	0%
I am skilled at this		2	1	1	0
Not skilled, but I am interested in it		11	5	7	6
I am not interested in this		<u>85</u>	<u>94</u>	<u>92</u>	<u>94</u>
Total		100%	100%	100%	100%
Number of Individuals		(186)	(135)	(149)	(132)

(continued on next page)

Table VII:18 (continued)

Per cent of individuals who are:

	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
<u>D. Salesmanship</u>				
I am very skilled at this	22%	20%	9%	11%
I am skilled at this	50	59	57	49
Not skilled, but I am interested in it	21	20	30	35
I am not interested in this	<u>7</u>	<u>1</u>	<u>4</u>	<u>5</u>
Total	100%	100%	100%	100%
Number of Individuals	(188)	(141)	(149)	(133)
<u>E. Sports</u>				
I am very skilled at this	7%	9%	6%	8%
I am skilled at this	27	32	26	27
Not skilled, but I am interested in it	63	57	60	56
I am not interested in this	<u>3</u>	<u>2</u>	<u>8</u>	<u>9</u>
Total	100%	100%	100%	100%
Number of Individuals	(190)	(141)	(150)	(133)
<u>F. Writing</u>				
I am very skilled at this	6%	3%	1%	1%
I am skilled at this	20	11	12	5
Not skilled, but I am interested in it	37	33	28	30
I am not interested in this	<u>37</u>	<u>53</u>	<u>59</u>	<u>64</u>
Total	100%	100%	100%	100%
Number of Individuals	(188)	(138)	(150)	(133)
<u>G. "Do it yourself"</u>				
I am very skilled at this	14%	10%	7%	9%
I am skilled at this	28	29	26	18
Not skilled, but I am interested in it	39	46	43	45
I am not interested in this	<u>19</u>	<u>15</u>	<u>24</u>	<u>28</u>
Total	100%	100%	100%	100%
Number of Individuals	(188)	(137)	(149)	(133)

(continued on next page)

Table VII:18 (continued)

Per cent of individuals who are:

	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
<u>H. Public speaking</u>				
I am very skilled at this	10%	2%	1%	1%
I am skilled at this	34	30	13	7
Not skilled, but I am interested in it	50	55	54	50
I am not interested in this	<u>6</u>	<u>13</u>	<u>32</u>	<u>42</u>
Total	100%	100%	100%	100%
Number of Individuals	(189)	(141)	(150)	(133)
<u>I. Music</u>				
I am very skilled at this	2%	3%	3%	2%
I am skilled at this	8	7	3	7
Not skilled, but I am interested in it	66	58	53	36
I am not interested in this	<u>24</u>	<u>32</u>	<u>41</u>	<u>55</u>
Total	100%	100%	100%	100%
Number of Individuals	(189)	(140)	(150)	(133)
<u>J. Commercial art</u>				
I am very skilled at this	1%	1%	1%	0%
I am skilled at this	1	1	1	1
Not skilled, but I am interested in it	29	26	18	14
I am not interested in this	<u>69</u>	<u>72</u>	<u>80</u>	<u>85</u>
Total	100%	100%	100%	100%
Number of Individuals	(187)	(139)	(149)	(133)
<u>K. Gardening</u>				
I am very skilled at this	8%	8%	6%	6%
I am skilled at this	17	24	18	13
Not skilled, but I am interested in it	49	42	49	48
I am not interested in this	<u>26</u>	<u>26</u>	<u>27</u>	<u>33</u>
Total	100%	100%	100%	100%
Number of Individuals	(188)	(140)	(150)	(135)

(continued on next page)

Table VII:18 (continued)

Per cent of individuals who are:

	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
<u>L. Journalism</u>				
I am very skilled at this	4%	1%	1%	1%
I am skilled at this	8	5	3	0
Not skilled, but I am interested in it	39	33	24	15
I am not interested in this	<u>49</u>	<u>61</u>	<u>72</u>	<u>84</u>
Total	100%	100%	100%	100%
Number of Individuals	(189)	(140)	(150)	(132)
<u>M. Building or racing automobiles</u>				
I am very skilled at this	2%	1%	1%	1%
I am skilled at this	3	1	5	1
Not skilled, but I am interested in it	16	20	13	13
I am not interested in this	<u>79</u>	<u>78</u>	<u>81</u>	<u>85</u>
Total	100%	100%	100%	100%
Number of Individuals	(186)	(140)	(150)	(132)
<u>N. Public relations</u>				
I am very skilled at this	14%	10%	5%	5%
I am skilled at this	41	34	23	16
Not skilled, but I am interested in it	43	55	65	64
I am not interested in this	<u>2</u>	<u>1</u>	<u>7</u>	<u>15</u>
Total	100%	100%	100%	100%
Number of Individuals	(191)	(141)	(150)	(134)

E. Summary and Conclusions

The findings in earlier chapters on the importance of committee process (relations between group and chairman, within the group itself, and between the group and higher levels of OIIC) are supplemented by the findings in this chapter that personal characteristics are also important. Among these characteristics are:

(1) Occupation. Members who work in oil companies are considerably more active in OIIC than members who do not work directly for oil companies, i.e., dealers, distributors, jobbers, and consignees. To explain this difference, several factors are pertinent: Those who do not work for oil companies are less likely to have experience or training useful in OIIC committee work, and less likely to see themselves as appropriate persons to be in OIIC; they have less understanding of OIIC's purposes; and they are less likely than oil company employees to feel that OIIC is important to the oil industry. Moreover, those who do not work for oil companies have fewer supervisory responsibilities and they have a somewhat more critical attitude toward the oil industry than oil company employees. All in all, many OIIC members outside the oil companies feel they would "just as soon" not be in OIIC. The situation is quite different among oil company employees. They have more positive attitudes toward OIIC and toward the oil industry; they have more appropriate training and skills; and they are very willing to do OIIC work.

(2) Type of community. The larger the city in which the committee is located, the more active the member is likely to be. Two reasons for this are the greater accessibility of community committees in larger cities to OIIC area headquarters, and the more extensive pool of skilled and interested talent found in the larger cities from which the committees can be staffed.

Committees in small towns (under 10,000) present an important problem. About half of the inactive members are located in such small towns. Committees in these towns must be staffed primarily from the ranks of dealers, jobbers, distributors, and consignees -- that is, the persons least likely to have the skills or interests to be active in the program.

(3) Age, sex, education. Members with some college education are more active than those who have not gone to college. However, there are no differences in activity between younger and older members; nor are men any more active in the program than women. And although men and women as individuals are equally active, committees which include a woman on their rolls are more likely to be active than those which are staffed entirely by men.

(4) Interests and skills. Members who report having various interests or skills are more active than members who say they do not have such interests or skills. This is especially true for interests or skills in areas which are relevant to OIIC committee work: public relations, journalism, commercial art, public speaking, photography, salesmanship, and writing.

Chapter VIII

KNOWLEDGE AND ATTITUDES ABOUT OIIC

In industrial organizations and similar "non-voluntary" organizations, a person's satisfaction with the organization and its leaders may not be critical determinants of his productivity, or the amount of effort and energy he puts into his role in the organization. In industry and comparable groups, there are a variety of external factors at work which tend to ensure that each member will meet some minimal standard of productivity. Wages, incentive payments and job standards represent only a few examples of such factors. In voluntary organizations such external devices for regulating productivity are typically absent. Under such conditions, a person's attitudes toward the organization are all-important determinants of his willingness to take an active part in it. If, for one reason or another, he is attracted to the organization and identifies with its goals, he will take an active part in it. But if he is not attracted to the organization, he will take only a minimal part in it, or he may leave the organization altogether.

In OIIC, we would expect to find a close relationship between a member's attitudes toward the organization and his activity in it. His understanding or lack of understanding of the purposes of the program, his belief or lack of belief in the purposes of the program, the satisfactions or lack of satisfactions which he derives from his membership in the program, his perception or lack of perception that others support the program -- all these should serve to determine whether or not he is active in OIIC. In this chapter, we will examine data bearing on questions such as these:

- How does a person's understanding of and belief in the purposes of OIIC influence his activity in the program?
- What motivations underlie different OIIC members' participation in the program?
- What satisfactions increase a member's activity in the program?
- What dissatisfactions detract from a member's activity in the program?
- How does a member's perception of how others view the OIIC program affect his own activity in the program?

A. Understanding of the Purposes of OIIC

A clear understanding of the purposes of the organization is necessary in order for an OIIC member to participate intelligently in the OIIC program. This is supported by the positive relationship between members' activity in OIIC and their responses to the question: "How well do you feel you understand the purposes of the OIIC program?" 95% of high active people feel that they understand the program "very well" or "fairly well," while this is reported by only 39% of inactive people. (Table VIII:1)

The results obtained from the above question, strictly speaking, only tell us about members' self-evaluation of their understanding, but do not provide a direct check on the extent to which they understand the purposes of the program. To meet this latter objective, members were asked the question: "As far as you can tell, what are the main purposes of OIIC?" The responses were classified into two broad categories: (a) responses which indicate only general, undifferentiated knowledge about the purposes of the program ("public relations"; "to tell people about the oil industry"; "to acquaint the general public about the industry"); (b) responses which mention specific purposes of the program ("to correct misinformation--to show we are not a monopoly"; "to convince the public that the oil industry is best off privately managed with minimum interference from the government"; "to help oil companies get along better together"). If mentioning specific purposes of the program is taken as indicative of a greater level of understanding of the program than simply mentioning general purposes of the program, then the findings here support the above finding that understanding is positively related to activity in the program. 73% of high active people mention specific purposes of the OIIC program, while these are mentioned by only 58% of inactive people. (Table VIII:2)

In interpreting these results, a caution should be kept in mind. The results do not, in themselves, tell us whether understanding facilitates activity in the program or results from activity in the program. However, it seems reasonable that both interpretations are valid. Some understanding of the purposes of the program is probably a necessary prerequisite for activity in the program; and activity in the program, in turn, gives members an opportunity to learn about the organization through direct experience and thus increases their understanding of the program.

UNDERSTANDING OF OIIC PURPOSES

Table VIII:1

Relationship between individual activity and individual response to question: "How well do you feel you understand the purposes of the OIIC program?" (Q. C1)

<u>Individual response:</u>	<u>Per cent of individuals who are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
Very well; Pretty well	95%	77%	57%	39%
Just fair; Not too well; Not at all	<u>5</u>	<u>23</u>	<u>43</u>	<u>61</u>
Total	100%	100%	100%	100%
Number of Individuals	(188)	(138)	(113)	(129)

KNOWLEDGE OF SPECIFIC OIIC PURPOSES

Table VIII:2

Relationship between individual activity and individual response to question: "As far as you can tell, what are the main purposes of OIIC?" (Q. C2)

<u>Individual response:</u>	<u>Per cent of individuals who are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Mentions a specific purpose (E.g., to create favorable attitudes in the public toward the oil industry, to correct the notion that the oil industry is a monopoly, to recruit young people into the industry, to prevent unfavorable legislation)	73%	61%	57%	58%
Mentions general purpose only (E.g., to give out information, to tell the public about the oil industry)	<u>27</u>	<u>39</u>	<u>43</u>	<u>42</u>
Total	100%	100%	100%	100%
Number of Individuals	(190)	(142)	(149)	(118)

B. Acceptance of the Purposes of OIIC

In addition to an understanding of the purposes of a program, there must be a belief in these purposes and a willingness to carry them out. The members were asked: "Do you feel that it is important for the oil industry to have the OIIC program, or could the industry do just as well without it?" In all four activity groups -- high active people, medium active people, low active people, and inactive people -- a large majority feel that the program is important; relatively few respondents feel that the industry could do just as well without it. (Table VIII:3) At the same time, Table VIII:3 shows that high active members are more likely to say the program is important. 92% of high active people feel the program is "important" or "very important," while 73% of inactive people feel this way.

It is important not only that a person believes in the purposes of a program, but also that he identify himself as an important and necessary participant in getting these purposes accomplished. This is pointed up by the results presented in two tables:

(1) One question asked was: "How about for people like you -- do you think it is necessary for people like you, in your kind of job, to get involved in OIIC?" 79% of high active people feel that it is important that they themselves be participants in the OIIC program, while only 47% of inactive people feel that way. (Table VIII:4)

(2) Another question asked was: "All in all, would you say you want to continue being in OIIC, or would you just as soon not be in it?" 89% of high active people report that they want to continue being in OIIC, while only 48% of inactive people feel this way. (Table VIII:5)

Why is it that some members feel it is not necessary or important for them to be in OIIC? One reason was discussed in Section A of Chapter VII: Persons whose jobs do not usually include duties similar to those involved in OIIC committee work -- e.g., dealers, distributors, jobbers, consignees -- are either not very well informed about OIIC, or, if they are informed, do not feel that they are the persons who ought to be involved in OIIC. Another reason might be that an inadequate "selling" job has been done on some members, and these members must be convinced that their help and skills are of value and could be put to good use by OIIC.

IMPORTANCE OF OIIC TO OIL INDUSTRY

Table VIII:3

Relationship between individual activity and individual response to question: "Do you feel that it is important for the oil industry to have the OIIC program, or could the industry do just as well without it?" (Q. C3)

<u>Individual response:</u>	<u>Per cent of individuals who are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Very important; important	92%	86%	79%	73%
Mixed feelings to strongly opposed	<u>8</u>	<u>14</u>	<u>21</u>	<u>27</u>
Total	100%	100%	100%	100%
Number of Individuals	(190)	(140)	(143)	(115)

IS IT NECESSARY TO BE IN OIIC?

Table VIII:4

Relationship between individual activity and individual response to question: "How about for people like you -- do you think it is necessary for people like you, in your kind of job, to get involved in OIIC?" (Q. D16)

<u>Individual response:</u>	<u>Per cent of individuals who are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Necessary for people like me to be in OIIC	79%	78%	64%	47%
Not necessary for people like me to be in OIIC	<u>21</u>	<u>22</u>	<u>36</u>	<u>53</u>
Total	100%	100%	100%	100%
Number of Individuals	(190)	(140)	(144)	(123)

DESIRE TO CONTINUE IN OIIC VS. DESIRE TO GET OUT

Table VIII:5

Relationship between individual activity and individual response to question: "All in all, would you say you want to continue being in OIIC, or would you just as soon not be in it?" (Q. D20)

<u>Individual response:</u>	<u>Per cent of individuals who are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
Wants to continue in OIIC	89%	87%	66%	48%
Unsure; Yes, if...	7	6	13	17
Just as soon not be in OIIC	<u>4</u>	<u>7</u>	<u>21</u>	<u>35</u>
Total	100%	100%	100%	100%
Number of Individuals	(190)	(137)	(143)	(114)

C. Advantages of OIIC Membership

An organization may usually be considered to have a primary function and a number of accessory functions. For example, the primary function of a church is worship, and its accessory functions may include education (Sunday School) and sociability (church outings). A person may belong to a church for any of these reasons. Similarly, in OIIC, the primary function may be stated as the dissemination of information and services to the general public in order to create and maintain a favorable attitude on the part of the public toward the oil industry and toward those who are in it. But there are accessory functions to OIIC, too. OIIC members may derive a number of opportunities and advantages from their membership in the organization, some of which stem from the primary function and some of which stem from the accessory functions. In this section, we will examine some of the advantages which members associate with OIIC activity.

The members were given a list of possible advantages and benefits, and asked to check which of these they felt derived from being in OIIC. The following items were included in the list:

- Gives me a chance to meet other people in the oil industry
- Might help me get ahead in my job
- Might help me get another job elsewhere
- Might help me in my relationships with my boss
- Gives me a chance to meet other people in the community
- Might help me to get better known in the oil industry
- Helps me to learn more about the oil industry
- Helps me to be of service to the oil industry
- Helps me develop more self-confidence and ability to do things

The advantages to being in OIIC which are most frequently seen by the respondents in this study are those having to do with service, "personal contacts," and self-development. On every item having to do with such benefits, at least half of the respondents replied "yes" when asked if they derive these benefits from their membership in OIIC: (Table VIII:6)

(1) Service benefits: 75% feel that being in OIIC "helps me to be of service to the industry."

(2) Contact benefits: 79% feel that being in OIIC "gives me a chance to meet other people in the oil industry"; 61% feel that it "gives me a chance to meet other people in the community"; 51% feel that it "might help me to get better known in the oil industry."

(3) Self-development benefits: 76% feel that being in OIIC "helps me to learn more about the oil industry"; 52% feel that it "helps me develop self-confidence and ability to do things."

A fourth kind of benefit -- having to do with direct economic considerations -- is mentioned to a less frequent extent. Less than a quarter of the respondents replied "yes" about any of the items having to do with economic benefits:

(4) Economic benefits: 22% feel that being in OIIC "might help me get ahead in my job"; 12% feel that it "might help me in my relationships with my boss"; 7% feel that it "might help me get another job elsewhere." Although the evidence indicates that there is no inclination on the part of members to view OIIC participation in direct economic terms, it is possible that members view increased contacts and self-development as indirect ways of deriving economic benefits.

Are any of the advantages or benefits of being in OIIC particularly associated with activity in OIIC? Are there advantages which are realized only by active OIIC members, or which appear to be especially associated with activity rather than mere membership? The data indicate that the contact, service, and self-development benefits are more often seen by high active members than by less active members. However, the economic benefits are no more likely to be seen by high active members than by any of the less active groups:

(1) Service benefits: 94% of high active members, in contrast to only 61% of inactive members, feel that being in OIIC "helps me to be of service to the industry." (Table VIII:7)

(2) Contact benefits: 93% of high active members, in contrast to 57% of inactive members, feel that being in OIIC "gives me a chance to meet other people in the oil industry"; 79% of high active members, in contrast to 42% of inactive members, feel that it "gives me a chance to meet other people in the community"; 60% of high active members, in contrast to 39% of inactive members, feel that it "might help me to get better known in the oil industry." (Table VIII:8)

(3) Self-development benefits: 82% of high active members, in contrast to 68% of inactive members, feel that being in OIIC "helps me to learn more about the oil industry"; 64% of high active members, in contrast to 35% of inactive members, feel that it "helps me to develop self-confidence and ability to do things." (Table VIII:9)

(4) Economic benefits: On the three items classified as economic advantages ("might help me get ahead in my job," "might help me in my relationships with my boss," and "might help me get another job elsewhere") there are no reliable differences among members of the four activity groups: high, medium, low, or inactive. (Table VIII: 10)

ADVANTAGES OF OIIC MEMBERSHIP

Table VIII: 6

Distribution of individual response to question:
"Different people feel differently about OIIC.
Would you look at this chart and check how you
feel about each of these things?" (Q. D19)

<u>"Would you say that being in OIIC:"</u>	<u>Yes</u>	<u>To some extent</u>	<u>No</u>	<u>NA</u>	<u>Total</u>
Gives me a chance to meet other people in the oil industry	79%	15	4	2	100%
Helps me to learn more about the oil industry	76%	18	4	2	100%
Helps me to be of service to the oil industry	75%	19	3	3	100%
Gives me a chance to meet other people in the community	61%	28	8	3	100%
Helps me develop more self-confidence and ability to do things	52%	35	11	2	100%
Might help me get better known in the oil industry	51%	38	8	3	100%
Might help me get ahead in my job	22%	42	32	4	100%
Might help me in my relationships with my boss	12%	31	51	6	100%
Might help me get another job elsewhere	7%	22	65	6	100%
<u>Number of Individuals:</u>					<u>620</u>

SERVICE BENEFITS OF OIIC MEMBERSHIP

Table VIII:7

Relationship between individual activity and individual response to question: "Different people feel differently about OIIC. Would you look at this chart and check how you feel about each of these things? Would you say that being in OIIC..." (Q. D19)

<u>Per cent of individuals who are:</u>				
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
<u>Helps me to be of service to the oil industry</u>				
Yes	94%	80%	67%	61%
To some extent	5	18	30	31
No	<u>1</u>	<u>2</u>	<u>3</u>	<u>8</u>
Total	100%	100%	100%	100%
Number of Individuals	(190)	(142)	(149)	(123)

CONTACT BENEFITS OF OIIC MEMBERSHIP

Table VIII:8

Relationship between individual activity and individual response to question: "Different people feel differently about OIIC. Would you look at this chart and check how you feel about each of these things?" (Q. D19)

		<u>Per cent of individuals who are:</u>			
<u>"Would you say that being in OIIC:"</u>		<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
<u>Might help me get better known in the oil industry</u>					
Yes		60%	64%	43%	39%
To some extent		34	32	50	41
No		<u>6</u>	<u>4</u>	<u>7</u>	<u>20</u>
Total		100%	100%	100%	100%
Number of Individuals		(190)	(141)	(150)	(123)
<u>Gives me a chance to meet other people in the community</u>					
Yes		79%	68%	54%	42%
To some extent		19	25	37	39
No		<u>2</u>	<u>7</u>	<u>9</u>	<u>19</u>
Total		100%	100%	100%	100%
Number of Individuals		(190)	(142)	(149)	(121)
<u>Gives me a chance to meet other people in the oil industry</u>					
Yes		93%	90%	72%	57%
To some extent		6	9	23	30
No		<u>1</u>	<u>1</u>	<u>5</u>	<u>13</u>
Total		100%	100%	100%	100%
Number of Individuals		(190)	(141)	(151)	(123)

SELF-DEVELOPMENT BENEFITS OF OIIC MEMBERSHIP

Table VIII:9

Relationship between individual activity and individual response to question: "Different people feel differently about OIIC. Would you look at this chart and check how you feel about each of these things?" (Q. D19)

		<u>Per cent of individuals who are:</u>			
<u>"Would you say that being in OIIC:"</u>		<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
<u>Helps me develop more self-confidence and ability to do things</u>					
Yes		64%	59%	47%	35%
To some extent		31	35	40	39
No		<u>5</u>	<u>6</u>	<u>13</u>	<u>26</u>
Total		100%	100%	100%	100%
Number of Individuals		(190)	(142)	(149)	(124)
<u>Helps me to learn more about the oil industry</u>					
Yes		82%	84%	74%	68%
To some extent		15	15	22	22
No		<u>3</u>	<u>1</u>	<u>4</u>	<u>10</u>
Total		100%	100%	100%	100%
Number of Individuals		(189)	(141)	(151)	(125)

ECONOMIC BENEFITS OF OIIC MEMBERSHIP

Table VIII:10

Relationship between individual activity and individual response to question: "Different people feel differently about OIIC. Would you look at this chart and check how you feel about each of these things?" (Q. D19)

		<u>Per cent of individuals who are:</u>			
<u>"Would you say that being in OIIC:"</u>		<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
<u>Might help me in my relationships with my boss</u>					
Yes		11%	18%	14%	5%
To some extent		44	33	29	18
No		<u>45</u>	<u>49</u>	<u>57</u>	<u>77</u>
Total		100%	100%	100%	100%
Number of Individuals		(183)	(136)	(146)	(115)
<u>Might help me get another job elsewhere</u>					
Yes		5%	12%	7%	6%
To some extent		24	31	24	14
No		<u>71</u>	<u>57</u>	<u>69</u>	<u>80</u>
Total		100%	100%	100%	100%
Number of Individuals		(184)	(136)	(143)	(122)
<u>Might help me get ahead in my job</u>					
Yes		20%	29%	25%	16%
To some extent		50	45	43	39
No		<u>30</u>	<u>26</u>	<u>32</u>	<u>45</u>
Total		100%	100%	100%	100%
Number of Individuals		(188)	(137)	(149)	(123)

D. Disadvantages of Membership in OIIC

The same checklist which asked members about 9 possible advantages to being in OIIC also asked about 5 possible disadvantages to participating in the program. These items were:

- interferes with my home life
- takes too much time away from my regular job
- calls for me to do things I don't really enjoy doing
- interferes with my leisure time
- puts a financial burden on me

The findings in Table VIII:11 show that these disadvantages are seen much less frequently than the advantages reported in Table VIII:6. Less than one-tenth of the members replied "yes" to any of the items dealing with disadvantages to OIIC membership. However, it should be pointed out that on a number of items a fair proportion reported that OIIC membership was a disadvantage "to some extent."

Although few members report disadvantages, it might be thought that these few members would be primarily persons not active in the OIIC program. However, the data in Table VIII:12 indicate that there are no reliable differences among members of differing levels of activity in their responses to any of the five disadvantages asked about. For example, the item "Takes too much time away from my regular job" was checked "Yes" or "To some extent" by the following percentages of members: By 42% of high active members; by 44% of medium active members; by 36% of low active members; and by 49% of inactive members.

Thus it appears that OIIC members, whatever their activity, agree that there are few if any disadvantages to OIIC membership. But in Section C, it was seen that active members are more likely to report advantages in OIIC membership than are the inactive members. Thus, although some increase in participation may come from a campaign to eliminate negative views of the program, increases in members' activity will more likely result from efforts to point up the positive features of the program.

DISADVANTAGES OF OIIC MEMBERSHIP

Table VIII:11

Distribution of individual response to question:
"Different people feel differently about OIIC.
Would you look at this chart and check how you
feel about each of these things?" (Q. D19)

<u>"Would you say that being in OIIC:"</u>	<u>Yes</u>	<u>To some extent</u>	<u>No</u>	<u>NA</u>	<u>Total</u>
Takes too much time away from my regular job	9%	31	56	4	100%
Interferes with my leisure time	5%	23	69	3	100%
Calls for me to do things I don't really enjoy doing	4%	19	74	3	100%
Interferes with my home life	3%	24	70	3	100%
Puts a financial burden on me	2%	6	88	4	100%
Number of Individuals:					620

DISADVANTAGES OF OIIC MEMBERSHIP

Table VIII:12

Relationship between individual activity and individual response to question: "Different people feel differently about OIIC. Would you look at this chart and check how you feel about each of these things?" (Q. D19)

		<u>Per cent of individuals who are:</u>			
<u>"Would you say that being in OIIC:"</u>		<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In-active</u>
<u>Interferes with my home life</u>					
Yes		3%	1%	1%	7%
To some extent		28	31	16	23
No		<u>69</u>	<u>68</u>	<u>83</u>	<u>70</u>
Total		100%	100%	100%	100%
Number of Individuals		(190)	(140)	(149)	(124)
<u>Takes too much time away from my regular job</u>					
Yes		5%	9%	9%	18%
To some extent		37	35	27	31
No		<u>58</u>	<u>56</u>	<u>64</u>	<u>51</u>
Total		100%	100%	100%	100%
Number of Individuals		(190)	(139)	(148)	(121)
<u>Interferes with my leisure time</u>					
Yes		4%	5%	3%	8%
To some extent		31	26	16	20
No		<u>65</u>	<u>69</u>	<u>81</u>	<u>72</u>
Total		100%	100%	100%	100%
Number of Individuals		(190)	(140)	(149)	(121)

Table VIII:12 (continued)

		Per cent of individuals who are:			
<u>"Would you say that being in OIIC:"</u>		<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
<u>Calls for me to do things I don't really enjoy doing</u>					
Yes		2%	2%	5%	8%
To some extent		20	15	21	24
No		<u>78</u>	<u>83</u>	<u>74</u>	<u>68</u>
Total		100%	100%	100%	100%
Number of Individuals		(189)	(138)	(149)	(123)
<u>Puts a financial burden on me</u>					
Yes		2%	1%	1%	2%
To some extent		6	7	5	6
No		<u>92</u>	<u>92</u>	<u>94</u>	<u>92</u>
Total		100%	100%	100%	100%
Number of Individuals		(188)	(138)	(149)	(123)

E. Social Supports for OIIC Membership

When a person forms his own attitudes and opinions, he usually takes into account the feelings of others whose opinions are important to him. The respondents were asked how a variety of persons feel about their being members of OIIC:

- My immediate boss (if any)
- Other people in my company at a higher level than me
- Other people in my company at the same level as me
- Other people in my company at a lower level than me
- Other oil people outside my oil company who know me
- My family
- My friends

For the most part, OIIC members view these persons as either endorsing or neutral about their membership in OIIC. Relatively few respondents feel that any people oppose their being in OIIC. As shown in Table VIII:13, no more than 2% of the respondents report that any persons are unfavorable to their being in OIIC and would prefer that they not be in it.

Although persons known to the members do not oppose his being in OIIC, their attitudes (as seen by OIIC members) show considerable variation -- from favorable toward OIIC to simply neutral about it. For example, the frequency with which members report that someone in their own company wants them to be in OIIC depends considerably upon the organizational relationship of such a person to the member. Persons at a higher level than the member are frequently viewed as wanting the member to be in OIIC; those at the same level as the member are less often seen this way; and persons at a lower level than the member are least often viewed as wanting the member to be in OIIC:

(1) 73% of the members report that their boss wants them to be in OIIC.

(2) 75% of the members report that others in their company at a higher level than them want them to be in OIIC.

(3) 46% of the members report that others in their company at the same level as them want them to be in OIIC.

(4) 31% of the members report that others in their company at a lower level than them want them to be in OIIC.

Also commonly mentioned as supporters of members' involvement in OIIC are oil people outside their own companies. 49% of the members report that oil people outside their own company who know them want them to be in OIIC.

Persons whose relationships to the members are primarily social -- i.e., family and friends -- are less frequently seen as lending active support to members' participation. These persons tend not to care one way or another about members' involvement in the organization:

(1) 41% of the members report that their families do not care whether or not they are in OIIC; 40% report that their families want them to be in OIIC.

(2) 43% of the members report that their friends do not care whether or not they are in OIIC; 21% report that their friends want them to be in OIIC.

How do members' perceptions of others' support of OIIC relate to their own activity in the OIIC program? This relationship is shown in Table VIII:14, which presents a series of tetrachoric correlations between members' activity level and how much they feel other people support their activity in the organization. (A more detailed per cent breakdown of these correlations is presented in the following table, Table VIII:15.) For everyone of the seven groups asked about, a positive relationship is found. In other words, the more that a member feels a group supports his membership in OIIC, the more he is likely to be highly active in the program.

Although there is a positive relationship between activity level and support for each of the seven groups, the size of the correlation varies depending on the particular group in question. The largest correlations are for the groups "other oil people outside my oil company who know me" (a correlation or r of $+.51$ between activity level and how this group's attitude toward OIIC is seen); "my immediate boss" ($r = +.48$); and "others in my oil company at a higher level than me" ($r = +.45$).

Somewhat lower correlations are found between activity level and how the attitudes of "others in my oil company at the same level as me" and "others in my oil company at a lower level than me" are seen (in both cases, the r 's are $+.29$). Both of these groups have some economic ties to the respondents, but their attitudes toward OIIC have less of an impact on the activity level of the respondents than the attitudes of those whose economic positions are above those of the respondents.

The lowest correlations are found between activity level and how the attitudes of "my family" and "my friends" are seen (the r 's are $+.19$ and $+.18$, respectively). Although the attitudes of these two groups have some bearing on members' activity in OIIC, they do not influence activity as much as do the attitudes of those who have a more direct economic relationship to them. (But this might be the case only because family and friends are neutral rather than antagonistic to members' involvement in OIIC. For example, if members'

families actually opposed their being in OIIC, a stronger relationship might have been found here -- i.e., the more families oppose members' participation in OIIC, the less they are active in it. Therefore, it may not be too critical for OIIC to enlist the active support of members' families, but neither does this mean that members' families could with impunity be antagonized.

The large correlations between a member's activity in OIIC and the attitudes of his boss and others in his company at a higher level than he can readily be explained in terms of his close economic ties with them, but how can the large correlation with the attitudes of other oil people outside his oil company be explained? One interpretation might be that there is considerable economic interdependence among various companies in the oil industry -- purchase of equipment, transportation of supplies, distribution and storage, etc. Although "other oil people" are not in their own companies, the respondents may still perceive economic ties to them. A second interpretation might be that "other oil people" are construed by the respondents as others on their committee (it was pointed out in an earlier chapter that a member's fellow committeemen almost always work for a different company than the one he works for). The more they see others on their committees supporting the program, the more they are active themselves. A third interpretation might be that by "other oil people" the respondents may call to mind "oil men in general." The more they perceive general industry support for the program, the more they take an active part in it.

SOCIAL SUPPORTS FOR OIIC MEMBERSHIP

Table VIII:13

Distribution of individual response to question:
 "Would you check, on this chart, how you think
 these various people feel about whether or not
 you're in OIIC? How do you think these people
 feel about whether or not you're in OIIC?"
 (Q. J2)

	<u>They WANT me to be in it</u>	<u>They DO NOT CARE whether or not I'm in it</u>	<u>They would prefer that I NOT be in it</u>	<u>I don't know how they feel about it</u>	<u>NA*</u>	<u>Total</u>
My family	40%	41	2	15	2	100%
My friends	21%	43	1	34	1	100%
My immediate boss (if any)	73%	9	2	10	6	100%
Others in my oil company at a <u>higher</u> level than me	75%	6	2	14	3	100%
Others in my oil company at the <u>same</u> level as me	46%	24	1	26	3	100%
Others in my oil company at a <u>lower</u> level than me	31%	32	1	34	2	100%
Other oil people <u>outside</u> my oil com- pany who know me	49%	21	1	27	2	100%

Number of Individuals: 620

*Not ascertained or not applicable

SOCIAL SUPPORTS FOR OIIC MEMBERSHIP

Table VIII:14

Tetrachoric correlations between individual activity and individual response to question: "Would you check, on this chart, how you think these various people feel about whether or not you're in OIIC? How do you think these people feel about whether or not you're in OIIC?" (Q. J2)

<u>Reference group</u>	<u>Tetrachoric Correlation</u>	<u>Number of Individuals</u>
My family	+ .19	(608)
My friends	+ .18	(611)
My immediate boss (if any)	+ .48	(508)
Others in my oil company at a <u>higher</u> level than me	+ .45	(577)
Others in my oil company at the <u>same</u> level as me	+ .29	(580)
Others in my oil company at a <u>lower</u> level than me	+ .29	(594)
Other oil people <u>outside</u> my oil company who know me	+ .51	(609)

NOTE: A positive correlation means that high activity is associated with the belief that the reference group wants the member to be in OIIC; the higher the correlation, the stronger this association.

SOCIAL SUPPORTS FOR OIIC MEMBERSHIP

Table VIII:15

Relationship between individual activity and individual response to question: "Would you check, on this chart, how you think these various people feel about whether or not you're in OIIC? How do you think these people feel about whether or not you're in OIIC?" (Q. J2)

	<u>Per cent of individuals who are:</u>			
	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
<u>My family</u>				
They DEFINITELY WANT me to be in it	14%	13%	5%	2%
They WANT me to be in it	36	43	29	17
They DO NOT CARE whether or not I'm in it	40	30	50	49
They would prefer that I NOT be in it	2	1	2	5
I don't know how they feel about it	8	13	14	27
Total	100%	100%	100%	100%
Number of Individuals	(189)	(138)	(149)	(132)
<u>My friends</u>				
They DEFINITELY WANT me to be in it	4%	4%	0%	0%
They WANT me to be in it	21	22	21	10
They DO NOT CARE whether or not I'm in it	44	41	46	44
They would prefer that I NOT be in it	1	0	1	2
I don't know how they feel about it	30	33	32	44
Total	100%	100%	100%	100%
Number of Individuals	(190)	(140)	(150)	(131)
<u>My immediate boss (if any)</u>				
They DEFINITELY WANT me to be in it	45%	38%	29%	12%
They WANT me to be in it	43	52	43	37
They DO NOT CARE whether or not I'm in it	4	6	15	17
They would prefer that I NOT be in it	2	2	3	3
I don't know how they feel about it	6	2	10	31
Total	100%	100%	100%	100%
Number of Individuals	(177)	(123)	(118)	(90)

(continued on next page)

Table VIII:15 (continued)

Per cent of individuals who are:

	<u>High active</u>	<u>Medium active</u>	<u>Low active</u>	<u>In- active</u>
<u>Others in my oil company at a higher level than me</u>				
They DEFINITELY WANT me to be in it	48%	38%	26%	13%
They WANT me to be in it	42	47	53	35
They DO NOT CARE whether or not I'm in it	2	7	7	12
They would prefer that I NOT be in it	1	1	1	4
I don't know how they feel about it	<u>7</u>	<u>7</u>	<u>13</u>	<u>36</u>
Total	100%	100%	100%	100%
Number of Individuals	(181)	(136)	(139)	(121)
<u>Others in my oil company at the same level as me</u>				
They DEFINITELY WANT me to be in it	16%	16%	10%	7%
They WANT me to be in it	37	45	37	20
They DO NOT CARE whether or not I'm in it	27	22	26	24
They would prefer that I NOT be in it	0	0	1	3
I don't know how they feel about it	<u>20</u>	<u>17</u>	<u>26</u>	<u>46</u>
Total	100%	100%	100%	100%
Number of Individuals	(181)	(134)	(143)	(122)
<u>Others in my oil company at a lower level than me</u>				
They DEFINITELY WANT me to be in it	9%	8%	4%	2%
They WANT me to be in it	26	37	22	14
They DO NOT CARE whether or not I'm in it	36	23	35	34
They would prefer that I NOT be in it	1	1	1	2
I don't know how they feel about it	<u>28</u>	<u>31</u>	<u>38</u>	<u>48</u>
Total	100%	100%	100%	100%
Number of Individuals	(185)	(140)	(143)	(126)
<u>Other oil people outside my oil company who know me</u>				
They DEFINITELY WANT me to be in it	21%	12%	9%	4%
They WANT me to be in it	46	50	31	16
They DO NOT CARE whether or not I'm in it	14	13	30	33
They would prefer that I NOT be in it	1	1	1	2
I don't know how they feel about it	<u>18</u>	<u>24</u>	<u>29</u>	<u>45</u>
Total	100%	100%	100%	100%
Number of Individuals	(189)	(141)	(149)	(130)

F. Summary and Conclusions

This chapter discusses a number of psychological characteristics of members which have a bearing on their activity in OIIC. In the previous chapter, discussions of the importance of background characteristics such as occupation and community necessitated reference to the psychological characteristics with which they were associated. In this chapter, a more direct examination of the relations of these psychological characteristics -- beliefs, attitudes, knowledge -- to OIIC activity is made.

In general, OIIC members have favorable attitudes toward OIIC and toward the oil industry as a whole. However, the active members are more likely to report favorable feelings than are the less active members. The following characteristics differentiate active from less active members:

(1) Understanding of OIIC purposes. Most members say they have a good understanding of the OIIC program, but high active OIIC members are more likely to report this than are less active members. High active members are also more frequently able to state specific purposes of the program in contrast to vague, general purposes.

(2) Acceptance of OIIC purposes. Most members feel that it is important for the oil industry to have the OIIC program, but high active OIIC members are more likely to feel this than are less active members. They are also more likely to feel that they, personally, ought to be in OIIC; in addition, they are more likely to express a desire to continue as an OIIC member.

(3) Feelings about advantages of OIIC membership. Most members feel that there are a number of advantages to OIIC membership, e.g., opportunities to be of service to the oil industry, opportunities to make contacts, and opportunities to learn things or develop their abilities. Again, high active members are more likely to report these advantages than are less active members. Neither high active members nor low active members are likely to report that OIIC offers any opportunity for direct economic gain (e.g., getting ahead in one's job, improving relationships with the boss, or help in finding another job elsewhere).

(4) Feelings of social support for OIIC membership. High active OIIC members are more likely to report that other persons want them to be in OIIC. This difference in perception between high active and less active groups is most pronounced when the persons inquired about are the member's boss or others in his company at a higher level. However, high active OIIC members are also more likely to see support for their membership in OIIC from persons in their company at the same or at a lower level, from other oil men outside their own company, from their family, and from their friends.

There is virtually no feeling among OIIC members, regardless of their activity level, that any people they know are opposed to their membership in OIIC. Rather the differences found are between feeling that other persons support OIIC membership and feeling that other persons are indifferent about one's membership.

One area which does not differentiate high active and low active groups are feelings about disadvantages of OIIC membership. Such disadvantages are rarely reported by any members, regardless of their activity level.

The picture which emerges, then, is a generally favorable one for OIIC. There are few hostile feelings toward OIIC or toward the oil industry among the members of OIIC, and, by and large, there is a general acceptance of the program. But there is still room for improvement in the strength of conviction that some members have about the importance of OIIC, in the specificity of their understanding of OIIC's purposes, in some members' inability to see the possibility of deriving any personal benefits, in many members' failure to perceive social support for the program. The feeling of a number of members seems to be that the program is "Okay," but "Why pick on me?" It is such indifference -- rather than hostility -- which must be overcome to achieve high activity.

A finding from the previous chapter is of relevance here. The positive attitudes tend to be concentrated among oil company employees and among members in large cities. To some extent favorable attitudes may be ensured by choosing the "right" people. But there are two other ways to build favorable attitudes: (a) Through association with a cohesive group. Persons who are initially not very enthusiastic about the program may come to feel its importance if they come into contact with a dedicated, hard-working committee. (b) Through an active attempt to "sell" the member on the program. Personal attention, convincing arguments, and general enthusiasm may very well serve to arouse the active backing of those who are initially indifferent.

In short, to some extent you can select members who are likely to have the "right" attitudes and sufficient understanding, simply by selecting persons who hold appropriate jobs in oil companies. And to some extent, the "right" attitudes can be developed in other people as a result of successful experience in OIIC groups.

Chapter IX

SUMMARY AND CONCLUSIONS

There are two kinds of summaries which we have attempted in this analysis of the Oil Industry Information Committee as a voluntary organization. One summary of the results of this research has been done on a chapter by chapter basis. Beginning with the third chapter there is a brief presentation of the major results appearing at the end of each chapter. The chapter summaries begin with two basic kinds of organizational processes -- recruitment and leadership. Then follow summaries which concentrate on the important structural bonds of organization -- within the local committee and between local committees and higher organizational levels. The two final chapter summaries turn from organizational to individual considerations and examine the importance of objective and attitudinal factors as determinants of activity in OIIC. Read in sequence the summaries of these six chapters of research findings provide a terse but ordered listing of the major results of twelve months of collaborative research.

It is not difficult to imagine ways of utilizing these findings, especially within the organization from which the data was collected and for which the findings are uniquely relevant. Recruitment policies and procedures, instructions and training for local leaders, suggested allocation of functions within committees, communication practices between the central office and the local committees -- all these represent possible areas of utilization.

In a sense the findings can be interpreted as providing a detailed description of an ideal voluntary committee -- one in which all members are properly recruited, have specific tasks which they had a part in choosing, attend regular meetings at which important decisions are made, etc. Each committee chairman might undertake, with the help of all OIIC staff to talk through with his committee the ways in which they measure up to those marks of the highly effective groups. From such discussions might evolve a series of active steps, procedures which members agree upon as feasible and right for their committee in its development toward greater effectiveness.

No one set of resolutions will be sufficient, of course. Organizations like individuals progress by means of a tedious process of movement, stock taking, planning and reorientation and movement again. Members of a committee in which certain decisions had been made regarding ways of increasing effectiveness would necessarily take inventory after a period of effort, assess their suc-

cesses and failures, revise accordingly the points to be emphasized or aspects of operation to be strengthened and then move into a new active phase.

There is another kind of summary to which these research data lend themselves, however. The summarization in this chapter is an attempt to compress into a very few central ideas the major significance of the OIIC research. The remainder of this chapter represents such an effort with its unavoidable simplification but hopefully with the advantages of clarity and emphasis which simplification can bestow. The following five topics are included:

- A. Resources and Cultivation
- B. Establishing Initial Bonds
- C. Patterns of Leadership
- D. The Importance of Structure
- E. The Meaning of Voluntarism

A. Resources and Cultivation

The experience of OIIC in creating a nation-wide voluntary organization suggests an analogy between the growth of such an organizational "crop" and the more conventional kinds of agricultural efforts. It might be argued that a crop can be grown almost any place. Soil deficiencies can be corrected, drought conditions can be fought with irrigation, rocks can be carted away and stumps uprooted by bull-dozers. The yield from such poor land may never be impressive in relation to the effort and investment which went into it, but this may not be the most important consideration. If we had reasons why an unpromising plot of land must be cultivated we must understand and pay the cost of compensating for its natural disadvantages.

It is more usual, however, for the farmer to have some choice in such matters. He may have limited manpower, machinery and money for which he wants to show the largest possible harvest. If this is his situation, he will first plan to utilize the best land available to him and will avoid, insofar as possible, acres which would consume without appropriate return, his energy and resources.

Like the farmer, OIIC is confronted by acres which will respond quickly to cultivation and others which demand a great deal for the return they offer. The larger cities -- where there is more oil industry activity, where there are large numbers of oil company employees (many with skills and attitudes which fit OIIC needs) -- represent such acreage. These areas are closer to OIIC area headquarters, and are more likely to receive the benefits that communication with the central organization can bring. Company policy in these areas is usually to give strong support to OIIC. And persons likely to be chosen as members in these areas usually have a high level of identification with the oil industry. They usually hold positions which by reason of training and experience qualify them for OIIC work. Moreover, because their jobs have such an obvious relevance to OIIC, other persons expect that they will work for OIIC. These expectations constitute a social force not easily ignored.

By contrast, cities of 10,000 population or less are both inactive and unpromising. They have few oil company employees and include larger proportions of dealers, distributors, jobbers and consignees. These latter groups are characteristically less interested in OIIC, do not see their participation as necessary and have relatively little understanding of the organization. They are not hostile to the organization, but simply do not realize its importance, nor what if anything they personally can contribute. In addition, the distance of such towns from area headquarters may often make it difficult to provide the encouragement and assistance which all committees need.

If a voluntary organization is concerned with maximum return for its organizational efforts, the evidence suggests that those efforts be concentrated in areas which are relatively accessible, and with persons who have "role appropriateness" -- i.e., a position with duties so related to the organizational activity that one is both able and expected to participate in the organization. In OIIC, this means that efforts be concentrated on employees of oil companies in or near the major centers of population. If, on the other hand, the smaller towns and cities represent areas where it is of special importance to develop OIIC activity, the research findings argue that moderate activity can be generated in such areas, but at a cost of intensive cultivation.

B. Establishing Initial Bonds

Organizational growth is an orderly process but it is neither uniform nor assured. All committees begin as inactive by definition; some develop to low, medium or high activity and others remain inactive. The research findings support the notion that certain conditions must be met if the growth process is to get under way. One such condition is the formation of bonds of association among the new members of the group.

Until a stable relationship has been established among the earliest members, the basic condition for committee development has not been met. Members must quickly come to feel that they are a part of a group -- initially for the essential purpose of preventing the disintegration of the committee, and then to derive the benefits of mutual support and an efficient division of labor. Until the members, themselves, feel that they are part of a common team, external forces are necessary to keep the members together.

This is probably the usual situation for a new committee: The beginning members of the committee will be brought together because of external forces acting on each of them. For example, a senior person in one of the companies may convene a few potential members primarily on the basis of his personal influence and prestige. Or a few employees may appear before a professional OIIC man only because their supervisors suggest that they do so. Such a convening of individuals is not a committee, nor even the viable nucleus of a committee. There are no real ties among the convened members, and if the person who brought them together should leave the group it would probably dissolve.

At this point, the members are usually united by little more than their common curiosity about the program, or by their deference to those who have requested their participation. The bonds which keep the members together initially are primarily external to the group; it is largely the interest of supervisors or representatives of the central OIIC organization, rather than the motivation of members themselves, which keeps the members together. This is quite natural, inasmuch as interest in an organization is often aroused through contact with other persons who are already involved with the organization.

However, the committees are not likely to become stable until the bonds of association among members stem from within the group. When some joint decisions and duties have been agreed upon, when these first members have begun to value each other and feel responsible to each other, then the professional OIIC representative or the experienced OIIC area leader can begin to relinquish the task of keeping the group together. The group will have begun to build

its own social supports for continued membership and enlarging activities.

The quicker a nucleus of a committee is established -- a few persons who regard themselves as a functioning group -- the more readily will subsequent members feel that they are becoming part of a going organization. The effective organizer of a committee will make particular efforts to create such a nucleus. He will take advantage of the ease of establishing feelings of association among persons with common interests -- e.g., by choosing the first members from among persons who hold similar jobs. He will take advantage of a common allegiance, e.g., by choosing the first members from oil company employees, insofar as this is possible. And finally, he will take advantage of the feelings of interdependence which develop among persons engaged in a common endeavor, e.g., by attempting to start the committee on an actual group task as quickly as possible.

C. Patterns of Leadership

The research findings tell us that skilled and sensitive leadership is, if anything, even more important for developing voluntary groups than for more structured kinds of organization. Moreover, it seems that the pattern of leadership requirement is not fixed but changes as the committees develop.

An early phase in committee development is one characterized by very heavy reliance on leadership within the group. Initially, the need is for a group builder. Such a leader must concentrate on problems of recruitment, playing an active role himself in bringing into the group new members with the background and skills which promise easy integration with the committee nucleus. Yet excessive attention must not be paid to this requirement to the neglect of other equally important functions.

The leader is also an important source of motivation for the committee members. When he sets his sights high, the committee members are likely to be stimulated to meet this challenge. The chairman who is overly cautious about urging members to participate may be met with an apathetic response. On the other hand, a genuine enthusiasm by the chairman will probably be readily accepted by the committee. The effective chairman will encourage pride in the committee, and in its accomplishments. He will give generous praise and recognition for each achievement, and will deal frankly but constructively with failures to carry out group decisions.

The chairman of a new committee must give special attention also to establishing structure, getting agreement on procedures and practices. Such apparently routine matters as setting regular times for meetings, working through plans for activity which specify the functions of each member, and agreeing on titles and responsibilities have a great significance for the young committee. These procedures facilitate the stability and efficiency which the committee needs in order to effectively carry out its activities.

In all respects, the guiding principle of the chairman must be to strengthen the group as a team rather than as a collection of individuals. His recognition for good work needs to be supplemented and even replaced in part by the express approval of other members. His initiation of goals and standards will be shared increasingly as other members are motivated to take on some of the responsibility of leadership. The leader of a new committee builds the group and relinquishes some functions and shares others as the group matures.

Building the group, working through the group, encouraging group maturation and responding to the growing assertiveness and leadership of other members is a difficult and taxing assignment,

especially for a chairman who may have virtually carried the group through an earlier phase of its development. Moreover, the group building process may involve temporary inefficiencies. The experienced chairman who knows what needs to be done may find a give and take discussion of program tedious. Yet if he attempts to be a committee instead of building one the long range prospect for activities are poor.

Many voluntary organizations have been plagued by such an "indispensable man" brand of leadership. A committee so led may look promising for a time, but its activity cannot develop much beyond its one-man-power and its future is marked for collapse when the key man can no longer lead.

D. The Importance of Structure

A collection of people becomes a group when each is in touch with the others, influencing them and influenced by them, and aware of their common membership. But a group becomes effective in accomplishing a task only as it becomes organized. An effective committee is one which has organized itself to accomplish work. The total job has been divided into manageable parts and the parts have been assigned. Procedures have been worked out to insure the completion of the individual task. Regular opportunities for communication among members are provided; work is reviewed and arrangements modified as required.

All this implies structure: Titles, records of decisions made and responsibilities assumed, regular meetings at intervals frequent enough to facilitate program review and decision making, formal discussions and definite conclusions. In short, the effective committee is a highly specialized piece of machinery and not a collection of free lancers, however motivated. Nor does the need for structure end with the local committee. Close articulation and regular contact with the larger organization are additional marks of the successful committee. In this way the local committee gets the specialized help and broad experience of the central staff and local experience is fed constantly to higher organizational levels.

The "props" of organization -- titles and assignments, schedules and meetings, minutes and rosters -- are sometimes belittled by voluntary groups as trappings more appropriate to industry and government. The findings of this study argue otherwise. Voluntary groups need to learn and to practice some of the elements of formal structure which are standard operating procedure in business organizations. These attributes are not for ornament and the most successful voluntary committees have explicit and well developed internal structures.

E. The Meaning of Voluntarism

In leadership and structure, similarities between successful voluntary groups and effective non-voluntary organizations are many and impressive. There are, however, some special characteristics of volunteer activity which should be noted.

If we look at a person who plays some role in an organization we can distinguish various motives which impel him to give of his skill and energy. Some of these motives we may think of as intrinsic -- those which are an end in themselves, rather than a means to some end. Thus the toolmaker may find satisfaction in the exercise and development of his skill, or the OIIC volunteer may value the opportunity to appear as a public speaker. In the category of intrinsic motivation also, we would place those motives which stem from the individual's identification with the organization's goals and welfare. An example would be the OIIC volunteer who is impelled to activity because of his conviction that the program of the organization must be carried to a broader public.

By contrast, we may label extrinsic those sources of motivation which make the individual interested or active in an organizational role only because he sees such behavior as conducive to other goals to which he aspires. The worker who goes each morning to a job which bores him, to be supervised by a foreman who irritates him provides an extreme example of our point. He may continue to work in this setting even though he is indifferent or even hostile to the purposes of the overall organization. Why does he subject himself to such unsatisfying experiences? Because they are a means to other things which he values -- such as money, security and status.

Classical theories of management have emphasized the extrinsic reward and only in recent years has the importance of job content, interpersonal relations, and acceptance of an organization's purposes come to be appreciated. The full integration of such factors into management theory implies important modification. Nevertheless, the external motives remain strong in the work situation and are frequently dominant.

In voluntary organizations, however, the situation is probably otherwise. In the OIIC, at least, the extrinsic motives do not appear sufficient for voluntary activity. Few members feel that OIIC affords much opportunity to satisfy such motives as getting promoted, finding a better job, or improving relations with one's supervisors. Moreover, the few people who feel that OIIC could satisfy these motives are no more active in the program than others. On the other hand, a member who believes in the purposes of OIIC and sees them as vital for the industry is likely to be active. The active members not only believe in the program, but feel that they can make a direct contribution to it. Without such identification with the purposes of the program,

chances are strong that members will be inactive or will leave the organization.

Because it is not possible for voluntary organizations to provide strong extrinsic rewards, it becomes especially important that they pay careful attention to the satisfactions which can be directly obtained by activity within the organization. and avoid any practices which lead to hostility or indifference. Leadership patterns, involvement in program decisions, and all the interpersonal factors of group life become particularly important in voluntary organizations. On them the organization must stand or fall; with them it must attract and activate its membership.

APPENDIX A. QUESTIONNAIRE

SECTION A: R'S JOB AND INDUSTRY INVOLVEMENTS

- A1. In what year did you first become connected with the oil industry?
- A2. And in what year did you start working for your present company or firm?
- A3. Would you look at this chart and tell me which of these describes your company best?

- | | |
|---|---|
| <input type="checkbox"/> (1) Oil company | <input type="checkbox"/> (4) Distributor |
| <input type="checkbox"/> (2) Dealer | <input type="checkbox"/> (5) Consignee |
| <input type="checkbox"/> (3) Independent jobber | <input type="checkbox"/> (6) Equipment supplier |
| <input type="checkbox"/> () Other (specify:) | |

IF OIL COMPANY CHECKED:

- A4. What kind of section or division are you in--marketing, refining, production, transportation, or what?

IF OTHER THAN OIL COMPANY CHECKED:

- A5. Is this your own place, or do you work for someone else?
- A6. What is your job?
- A6a. What kind of work do you do?
- A7. Is there anyone who works directly under your supervision?

IF YES:

- A7a. How many people work directly under your supervision?
- A8. Do you think you will still be on this same job a couple of years from now, or do you think you might be doing something else?

IF SOMETHING ELSE:

- A9. What do you think the change will be?
- A10. Do you think you will be staying in the oil industry, or do you think you might get into something else?
- A11. How do you think the oil industry is as an industry to work in?
- A11a. Why do you feel that way?

SECTION B: HOW R JOINED OIIC

B1. Now, about OIIC--the Oil Industry Information Committee program. In what year did you first take part in the OIIC program? (IF FIRST TOOK PART IN 1954 OR 1955:) In what month was that?

B2. Had you heard about OIIC before you joined it?

IF YES:

B2a. How long had you heard about OIIC before you joined it? (IF R SAYS "SINCE IT BEGAN":) When was that?

B3. Did you ask to join OIIC, or did someone ask you to join?

IF R HIMSELF ASKED TO JOIN OIIC, SKIP TO Q. B9

IF SOMEONE ASKED R TO JOIN OIIC, GO ON TO Q. B4

B4. Was the person who asked you to join OIIC someone from the same oil company you are connected with, someone from a different oil company, or a professional OIIC man?

IF SOMEONE FROM THE SAME OIL COMPANY:

B5. Was he someone at a higher level than you, someone at your level, or someone at a lower level than you?

IF HIGHER LEVEL THAN R:

B5a. Was he the person immediately over you?

B6. Were you asked to join as an individual or at a group meeting, or by mail, or what?

B7. Why do you think you were asked rather than some other people?

B8. When you were asked to join OIIC, did you feel that you could have easily turned it down, or were there pressures for you to join?

B8a. Why do you feel that way?

B9. Now, taking all things into consideration, what do you think was the main reason for your joining OIIC?

B9a. Was there anything else that entered into your decision to join OIIC? (IF YES:) What was that?

SECTION C: R'S ATTITUDES AND PERCEPTIONS ABOUT OIIC

- C1. How well do you feel you understand the purposes of the OIIC program?
- C2. As far as you can tell, what are the main purposes of OIIC?
- C2a. Anything else?
- C3. Do you feel that it is important for the oil industry to have the OIIC program, or could the industry do just as well without it?
- C3a. Why do you feel that way?
- C4. How about the OIIC program around here--how well do you think OIIC is doing what it set out to do?
- C4a. Why do you think that?
- C5. What do you think is the best part of the OIIC program around here?
- C5a. Why do you think that?
- C6. How about during 1955--do you think the OIIC program around here will do a better job than last year, will it stay about the same, or won't it do as well as last year?
- C6a. Why do you think that?

SECTION D: R'S ROLE AND ACTIVITIES IN OIIC

- D1. Do you have any title or position in OIIC? (IF YES:) What is that?
- D2. Did you take part in any OIIC activities during the past 12 months?
- IF YES, SKIP TO QUESTION D7.
- IF NO, CONTINUE WITH QUESTION D3.
- D3. Why is that?
- D4. Have you ever taken part in any OIIC activities? (IF YES:) When was that?
- D5. What do you think would have to happen for you to become more active in OIIC?

D6. Would you look at this chart and tell me which of these best describes your part in OIIC?

- _____ (1) I have nothing at all to do with OIIC
- _____ (2) I have very little to do with OIIC
- _____ (3) I occasionally have something to do with OIIC, but I do not see it as a very regular thing
- _____ (4) I often have something to do with OIIC, and I regard it as a regular activity of mine
- _____ (5) I very often have something to do with OIIC, and I regard it as a very regular activity of mine
- _____ (6) I spend most of my time on OIIC

SKIP TO QUESTION D15

D7. Could you tell me in detail what kinds of things you have done in OIIC during the past 12 months?

D7a. Anything else?

D8. Were you involved in OIIC throughout the past year, or was most of your OIIC work concentrated at one or two periods during the year?

D9. Over the past 12 months--about a 52-week period--in how many of those weeks would you estimate you had anything at all to do with OIIC?

D10. About how many different activities or projects would you say you were connected with during this period--less than 10, between 10 and 20, or more than 20?

D11. Would you look at this chart and tell me which of these best describes your part in OIIC?

- _____ (1) I have nothing at all to do with OIIC
- _____ (2) I have very little to do with OIIC
- _____ (3) I occasionally have something to do with OIIC, but I do not see it as a very regular thing
- _____ (4) I often have something to do with OIIC, and I regard it as a regular activity of mine
- _____ (5) I very often have something to do with OIIC, and I regard it as a very regular activity of mine
- _____ (6) I spend most of my time on OIIC
- _____ () Other (Specify)

IF R CHOOSES CATEGORIES 1, 2 OR 3 IN QUESTION D11:

D12. What do you think would have to happen for you to become more active in OIIC?

D13. Did you do your OIIC work during your regular working hours, or outside of regular working hours, or both?

IF BOTH:

D13a. Which was it mostly--during regular working hours or outside of regular working hours?

D14. In doing OIIC work, do you feel that you know enough about the oil industry to handle the kinds of questions that people might ask about it, or do you feel that it would be helpful to know more about the industry?

IF KNOWING MORE WOULD BE HELPFUL:

D14a. What kinds of things would you like to know more about?

D15. How about during 1955--do you think you will be spending more time in OIIC than you did last year, about the same time, or less time?

IF "MORE TIME" OR "LESS TIME":

D15a. Why is that?

D16. How about for people like you--do you think it is necessary for people like you, in your kind of job, to get involved in OIIC?

D16a. Why do you feel that way?

D17. What would you say are the main things you like about being in OIIC?

D18. And what would you say are the things you don't like so much about being in OIIC?

D19. Different people feel differently about OIIC. Would you look at this chart and check how you feel about each of these things?

<u>Would you say that being in OIIC:</u>	<u>Yes</u> <u>definitely</u>	<u>To some</u> <u>extent</u>	<u>No</u>
A. gives me a chance to meet other people in the oil industry	___	___	___
B. interferes with my home life	___	___	___
C. might help me get ahead in my job.	___	___	___
D. might help me get another job elsewhere.	___	___	___
E. takes too much time away from my regular job.	___	___	___

(Continued on Next Page)

Would you say that being in OIIC: (continued)

	<u>Yes definitely</u>	<u>To some extent</u>	<u>No</u>
F. interferes with my leisure time.	_____	_____	_____
G. might help me in my relationships with my boss	_____	_____	_____
H. gives me a chance to meet other people in the community.	_____	_____	_____
I. calls for me to do things I don't really enjoy doing	_____	_____	_____
J. might help me get better known in the oil industry	_____	_____	_____
K. puts a financial burden on me.	_____	_____	_____
L. helps me to learn more about the oil industry	_____	_____	_____
M. helps me to be of service to the oil industry	_____*	_____	_____
N. helps me develop more self-confi- dence and ability to do things	_____	_____	_____
D20. All in all, would you say you want to continue being in OIIC, or would you just as soon not be in it?			

SECTION E: R'S RELATIONS WITH OTHER MEMBERS OF HIS LOCAL UNIT

- E1. Now, about how the (NAME OF COMMITTEE:) committee works here. In what year did you become a member of this committee? (IF IN 1954 OR 1955:) In what month was that?
- E2. Has the committee held any meetings to go over the activities of the OIIC program during the past 12 months?

IF NO TO QUESTION E2:

E3. Do you feel that meetings should be held?

E4. Why do you feel that way?

SKIP TO QUESTION E11.

IF YES TO QUESTION E2:

E5. As far as you know, how many of these meetings were held during the past 12 months?

IF YES TO QUESTION E2--CONTINUED

- E6. Are meetings held on a regular basis?
- E7. How many meetings of the (NAME OF COMMITTEE) did you yourself-attend during the past 12 months?
- E8. Was it inconvenient for you to get to these meetings? (IF YES:) How was it inconvenient?
- E9. What sorts of things were done at these meetings?
- E10. Do you feel that much gets accomplished at these meetings, or that they really don't accomplish very much?
- E11. One of the things we are interested in is how often people in the (NAME OF COMMITTEE) see each other. Here is a chart showing the names of people in the committee. The column with your name on it has been crossed out, because the answers here of course would not mean anything. Would you check how often you see each of these people on business or personal matters outside OIIC? (SHOW R CHART AND HAVE HIM FILL IT OUT.)
- E12. On this next chart, would you check how often you see each of these people on matters having to do with OIIC? (SHOW R CHART AND HAVE HIM FILL IT OUT.)
- E13. And on this next chart, would you check how active you think each person is in helping to carry out the OIIC program? (SHOW R CHART AND HAVE HIM FILL IT OUT.)
- E14. IF R IS NOT CHAIRMAN OF THIS COMMITTEE:

Suppose someone in your committee was never willing to take OIIC assignments, or failed to carry out his assignments. If a situation like this came up, what do you think the chairman of your committee would do about this?
- IF R IS CHAIRMAN OF THIS COMMITTEE:

Suppose someone in your committee was never willing to take OIIC assignments, or failed to carry out his assignments. If a situation like this came up, what do you think you would do about this?
- E15. What do you think the others in the committee would do about this?
- E16. Suppose someone in the committee did an outstanding job in OIIC. Do you think he'd get much recognition for this?

IF YES:

El6a. What kind of recognition?

IF NO:

El6b. How do you feel about that?

El7. Here are a number of statements about committees. Would you check how each of these statements apply to the (NAME OF COMMITTEE).

Do these statements describe your
OIIC committee?

	<u>Yes definitely</u>	<u>To some extent</u>	<u>No</u>	<u>Don't know</u>
A. I have a lot in common with the other members of the committee.	_____	_____	_____	_____
B. Everyone carries his fair share of the load	_____	_____	_____	_____
C. Most of the people do their OIIC jobs well	_____	_____	_____	_____
D. Most of the people are connected with the same oil company I am connected with.	_____	_____	_____	_____
E. Everyone knows what his OIIC job is supposed to be	_____	_____	_____	_____
F. People have good ideas about new kinds of projects	_____	_____	_____	_____
G. Most of the people do the same kind of work I do	_____	_____	_____	_____
H. People pitch in to help each other carry out OIIC projects	_____	_____	_____	_____
I. I really feel that I am part of the group.	_____	_____	_____	_____
J. Our committee is more active than most OIIC committees	_____	_____	_____	_____

SECTION F: R'S RELATIONS WITH HIS CHAIRMAN

F1. Now, about the chairman of the (NAME OF COMMITTEE). As far as you know, did he become chairman since the first of this year, or was he chairman before that?

- ___ (1) Became chairman since first of this year--that is, during 1955 GO TO Q. F2
- ___ (2) Became chairman before first of this year--that is, before 1955 SKIP TO Q. F4
- ___ (3) Don't know whether since or before first of this year SKIP TO Q. F4

IF BECAME CHAIRMAN SINCE FIRST OF YEAR:

F2. Do you know who was chairman before the present one?

- ___ (1) Yes (GO TO Q. F3)
- ___ (2) No (SKIP TO Q. F4)

F3. Now, the next few questions refer to that person--the person who was chairman before the present one. Why do you think he was selected as chairman rather than someone else?

SKIP TO Q. F5 ON NEXT PAGE AND ASK Q. F5 THROUGH Q. F16 ABOUT THE PERSON WHO WAS CHAIRMAN BEFORE THE PRESENT ONE

F4. Now, the next few questions refer to your present chairman. Why do you think he was selected as chairman rather than someone else?

GO ON TO Q. F5 AND ASK Q. F5 THROUGH Q. F16 ABOUT THE PRESENT CHAIRMAN

F5. What kinds of things did he do as chairman over the past 12 months?

F5a. Anything else?

F6. Were most of the OIIC contacts you had with him over the past year in group meetings, or were most of your OIIC contacts with him as an individual outside of group meetings, or didn't you have many OIIC contacts with him either way?

IF BOTH:

F6a. Which was it mostly--in group meetings or outside of group meetings?

F7. Did he generally give people specific tasks or projects to do, or did he try to get them to work up projects on their own?

IF BOTH:

F7a. Which did he do mostly?

- F8. Did he ever spend any time doing specific tasks like giving speeches or showing films, or did he spend all his time coordinating and organizing the work of others who were doing these things?

IF SPENT SOME TIME DOING SPECIFIC TASKS:

F8a. Did he spend a little time doing specific tasks, or did he spend a lot of time in this?

- F9. Did he generally decide who was to do what projects or did he let the committee members choose the projects they'd like to do?

IF BOTH:

F9a. Which did he do mostly?

- F10. Now about what he felt the people on the committee should do. Did he feel that the committee members should be involved in OIIC throughout the year, or did he feel they should be mainly active at one or two periods during the year?

- F11. And over a 12-month period--about 52 weeks--in how many of those weeks did he feel the committee members should have something to do with OIIC?

IF "DON'T KNOW":

F11a. Well, what would be your rough estimate of the number of weeks in which he felt the committee members should have something to do with OIIC?

- F12. Different chairmen might do different things. Would you check, on this chart, whether he did any of these things?

Does your chairman do any of these things? _____

	Yes <u>definitely</u>	To some <u>extent</u>	No	Don't <u>know</u>
A. Does he keep a roster of all people on the committee?	_____	_____	_____	_____
B. Does he distribute the committee roster to the people on the committee?	_____	_____	_____	_____
C. Does he call meetings of the committee?	_____	_____	_____	_____

(Continued on Next Page)

Does your chairman do any of these things? (Continued)

	<u>Yes definitely</u>	<u>To some extent</u>	<u>No</u>	<u>Don't know</u>
D. Does he call up people before meetings to be sure they will be there?	_____	_____	_____	_____
E. Does he keep minutes of the meetings?	_____	_____	_____	_____
F. Does he distribute minutes of the meetings to the people on the committee?	_____	_____	_____	_____
G. Does he make a <u>real</u> effort to assign people to the kinds of tasks they can do best?	_____	_____	_____	_____
H. Does he <u>know</u> what kinds of things each committee member can do best?	_____	_____	_____	_____
I. Does he keep track of what OIIC projects the people on the committee are carrying out? . . .	_____	_____	_____	_____
J. Does he check to see that the activities being carried out are reported to the OIIC District Office?	_____	_____	_____	_____
F13. All in all, how good a job do you feel he did as chairman of the committee over the past year?				

F14. Is he connected with the same oil company you're connected with, or is he connected with some other oil company?

IF SAME OIL COMPANY:

F15. Is he someone at a higher level than you, someone at your level, or someone at a lower level than you?

IF HIGHER LEVEL THAN R:

F16. Was he the person immediately over you?

SECTION G: R'S ROLE AS A COMMITTEEMAN

G1. Is there any sub-committee of OIIC members that you head up?

IF YES:

G1a. How many people is that?

G2. Are there any other people you sometimes call on to help carry out your OIIC activities?

IF YES:

G2a. How many people is that?

G3. Do you spend your time doing specific tasks like giving speeches or showing films, or do you spend your time coordinating and organizing the work of others who are doing these things?

IF BOTH:

G3a. Which do you do mostly--specific tasks or coordinating and organizing?

IF RESPONDENT IS THE CHAIRMAN OF THE COMMITTEE, CONTINUE WITH QUESTION H1.

IF RESPONDENT IS NOT CHAIRMAN OF THE COMMITTEE, SKIP TO QUESTION J1.

SECTION H: CHAIRMAN'S RELATIONS WITH COMMITTEEMEN (TO BE ASKED OF CHAIRMEN ONLY)

H1. Now, let's talk about your job as chairman of the (NAME OF COMMITTEE). Have you been chairman of this committee ever since you started in OIIC?

IF NO:

H1a. In what year did you become chairman of this committee? (IF 1954 OR 1955:) In what month was that?

H2. Were you the first chairman of this committee, or was someone else chairman before you?

H3. How did you happen to become chairman of this committee?

H4. Why do you think you were selected as chairman rather than someone else?

H5. As far as you know, in what year did this committee get formed? (IF 1954 OR 1955:) In what month was that?

H6. Different OIIC committees are set up in different ways. Could you name for me the different kinds of officers or vice chairmen in your committee, and the number of people who hold each of these positions? Let's start with your own title or position first.

H7. Are there any other people who are sometimes called on to help out in your committee's OIIC activities?

IF YES:

H7a. How many people is that?

H8. Did you have anything to do with bringing any of the members of your committee into OIIC?

IF YES:

H9. How many members was that?

H10. How did you go about getting them to come into it?

H11. How did you decide which ones to ask to come into it?

H12. Would you tell me, in detail, what kinds of things you have done as chairman over the past 12 months?

H12a. Anything else?

H13. Were most of the OIIC contacts you had with the members of your committee over the past year in group meetings, or were most of your OIIC contacts with them as individuals outside of group meetings, or didn't you have many OIIC contacts with them either way?

IF BOTH:

H13a. Which was it mostly--in group meetings or outside of group meetings?

H14. Did you generally give people specific tasks or projects to do, or did you try to get them to work up projects on their own?

IF BOTH:

H14a. Which did you do mostly?

H15. Did you ever spend any time doing specific tasks like giving speeches or showing films, or did you spend all your time coordinating and organizing the work of others who were doing these things?

IF SPENT SOME TIME DOING SPECIFIC TASKS:

H15a. Did you spend a little time doing specific tasks, or did you spend a lot of time in this?

- H16. Did you generally decide who was to do what projects, or did you let the committee members choose the projects they'd like to do?

IF BOTH:

H16a. Which did you do mostly?

- H17. Now about what you felt the people on the committee should do. Did you feel that the committee members should be involved in OIIC throughout the year, or did you feel they should be mainly active at one or two periods during the year?
- H18. And over a 12-month period--about 52 weeks--in how many of those weeks did you feel the committee members should have something to do with OIIC

IF "DON'T KNOW":

H18a. Well, what would be your rough estimate of the number of weeks in which you felt the committee members should have something to do with OIIC?

- H19. Different chairmen might do different things. Would you check, in this chart, whether you did any of these things?

<u>Do you do any of these things?</u>	<u>Yes</u> <u>definitely</u>	<u>To some</u> <u>extent</u>	<u>No</u>
A. Do you keep a roster of all people on the committee?	_____	_____	_____
B. Do you distribute the committee roster to the people on the committee?	_____	_____	_____
C. Do you call meetings of the committee?	_____	_____	_____
D. Do you call up people before meetings to be sure they will be there? . .	_____	_____	_____
E. Do you keep minutes of the meetings? .	_____	_____	_____
F. Do you distribute minutes of the meetings to the people on the committee?	_____	_____	_____
G. Do you make a <u>real</u> effort to assign people to the kinds of tasks they can do best?	_____	_____	_____

(Continued on Next Page)

Do you do any of these things? (Continued)

	<u>Yes</u> <u>definitely</u>	<u>To some</u> <u>extent</u>	<u>No</u>
H. Do you <u>know</u> what kinds of things each committee member can do best?	_____	_____	_____
I. Do you keep track of what OIIC projects the people on the committee are carrying out?	_____	_____	_____
J. Do you check to see that the activities being carried out are reported to the OIIC District Office?	_____	_____	_____

H20. Did you ever have any trouble getting your committee members to take an active part in OIIC?

IF YES:

H21. What did you usually do about this?

H22. How did this usually work out?

H23. What do you think are the best ways to get people to take an active part in the OIIC program?

SECTION I: CHAIRMAN'S RELATIONS WITH HIGHER LEVELS OF OIIC (TO BE ASKED OF CHAIRMEN ONLY)

II. Have you had any contacts--personally or by phone--with either a professional OIIC man or with anyone at a higher level in OIIC than your local committee in the past 12 months?

IF YES:

- I2. Were your contacts during this period with a professional OIIC man, or with oil industry people, or both?
- I3. How often did you have contacts with these people during the past 12 months?

How often have you had contacts with a professional OIIC man during the past 12 months?

- _____ (1) At least once a week
 _____ (2) A couple of times a month
 _____ (3) About once a month

(Continued on Next Page)

How often have you had contacts with a professional
OIIC man during the past 12 months? (Continued)

- ☐ (4) Five or six times a year
- ☐ (5) Once or twice a year
- ☐ (6) I have not had any contacts with a professional
OIIC man during the past 12 months?

How often have you had contacts with anyone in the
oil industry at a higher level in OIIC than your
committee during the past 12 months?

- ☐ (1) At least once a week
- ☐ (2) A couple of times a month
- ☐ (3) About once a month
- ☐ (4) Five or six times a year
- ☐ (5) Once or twice a year
- ☐ (6) I have not had any contacts with anyone in the oil
industry at a higher level in OIIC than my committee
during the past 12 months

14. How good an understanding do you think people at higher levels of
OIIC have of your set-up and the kinds of problems you have in running
it?

IF OTHER THAN GOOD:

14a. How do you think this might be improved?

15. How good an understanding do you feel you have about higher levels of
OIIC and how they are set up?

IF OTHER THAN GOOD:

15a. How do you think this might be improved?

16. Do you receive an OIIC District news-letter or anything like that?

IF YES:

17. How often do you receive it?

18. Do the other members of your committee receive it?

19. Now about what higher levels of OIIC feel you and your committee
should do. Do you think they feel that your committee should be
involved in OIIC throughout the year, or do they feel your committee
should be mainly active at one or two periods during the year?

- I10. And over a 12-month period--about 52 weeks--in how many of those weeks do you think higher levels of OIIC feel your committee should have something to do with OIIC?

IF "DON'T KNOW":

I10a. Well, what would be your rough estimate of the number of weeks in which they feel your committee should have something to do with OIIC?

- I11. Do higher levels of OIIC have a good idea of whether or not your committee is active in the OIIC program, or don't they know very much about this?

- I12. Are the kinds of projects which you and your committee work on usually laid out for you by OIIC, or do you and your committee usually originate projects on your own?

I12a. Can you give me an example of what you mean?

- I13. Is getting OIIC materials or supplies ever a problem?

IF YES:

I13a. In what ways is it a problem?

- I14. Do you feel that higher level people in OIIC give you all the guidance and help you can use, or are there ways they could be more helpful to you?

IF COULD BE MORE HELPFUL:

I14a. In what ways could they be more helpful?

SECTION J: MISCELLANEOUS ITEMS AND BACKGROUND INFORMATION

- J1. We've been talking about OIIC. Now, a few things outside of OIIC. How about relations between the oil industry and the federal government--do you feel the federal government has too much control over the oil industry, not enough control over the industry, or is it about right?

J1a. Why do you feel that way?

- J2. And now, some questions about other people. Would you check, on this chart, how you think these various people feel about whether or not you're in OIIC?

How do you think these
people feel about
whether or not you're
in OIIC?

	They DO NOT CARE whether or not <u>I'm in it</u>	They WANT me to be <u>in it</u>	They DEFINITE- LY WANT me to <u>be in it</u>	They would <u>prefer</u> that I NOT <u>be in it</u>	I don't know how they feel <u>about it</u>
A. My family	_____	_____	_____	_____	_____
B. My friends.	_____	_____	_____	_____	_____
C. My immediate boss (if any).	_____	_____	_____	_____	_____
D. Others in my oil com- pany at a <u>higher</u> level than me	_____	_____	_____	_____	_____
E. Others in my oil com- pany at the <u>same</u> level as me	_____	_____	_____	_____	_____
F. Others in my oil com- pany at a <u>lower</u> level than me	_____	_____	_____	_____	_____
G. Other oil people <u>outside</u> my oil com- pany who know me. . . .	_____	_____	_____	_____	_____

J3. Do you belong to any other organizations besides OIIC, such as busi-
ness or professional associations, civic or service groups, lodges or
fraternal groups, veterans organizations, church groups, and so forth?

IF YES:

J3a. About how many organizations besides OIIC do you belong to?

J4. Different people have different interests and skills. Would you look
at this chart and indicate in which fields you have some interests
or skills.

In which of these fields
do you have some inter-
ests or skills?

	<u>I am very skilled at this</u>	<u>I am skilled at this</u>	<u>Not skilled at this, but I am inter- ested in it</u>	<u>I am not inter- ested in this</u>
A. Hunting or fishing . . .	_____	_____	_____	_____
B. Photography.	_____	_____	_____	_____
C. Stamp collecting	_____	_____	_____	_____
D. Salesmanship	_____	_____	_____	_____
E. Sports	_____	_____	_____	_____
F. Writing.	_____	_____	_____	_____
G. "Do it yourself"	_____	_____	_____	_____
H. Public speaking.	_____	_____	_____	_____
I. Music.	_____	_____	_____	_____
J. Commercial art	_____	_____	_____	_____
K. Gardening.	_____	_____	_____	_____
L. Journalism	_____	_____	_____	_____
M. Building or racing automobiles.	_____	_____	_____	_____
N. Public relations	_____	_____	_____	_____

J5. And now to wind up--we would like some background information about you. In what year were you born?

J6. How much schooling did you have? (IF R SAYS "GRADE SCHOOL," "HIGH SCHOOL," OR "COLLEGE":) Did you complete it?

J7. REFER BACK TO QUESTION A3.

IF "OIL COMPANY" IS CHECKED THERE:

J7a. What is the name of the oil company you work for?

IF OTHER THAN OIL COMPANY IS CHECKED THERE:

J7b. What is the name of the oil company whose products your place handles?

J8. How long have you lived in this area--say, here or within 25 miles of here?

J9. Sex (by observation).