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THE EFFECTS OF ORGANIZATIONAL IDENTIFICATION AND PERCEIVED ORGANIZATIONAL INNOVATIVENESS ON THE ADAPTIVE AND INNOVATIVE BEHAVIORS OF EMPLOYEES

By

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B.Ed., University of Hawaii, 1973

Presented in partial fulfillment of the requirements

for the degree of

Master of Arts

UNIVERSITY OF MONTANA

1991

Approved by:

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Chairperson, Board of Examiners

Dean, Graduate School

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The Effects of Organizational Identification and Perceived Organizational Innovativeness on the Adaptive and Innovative Behaviors of Employees (136 pp.)

Director: Betsy Wackernagel Bach BWB

The purpose of this research was to study the effects of low and high levels of organizational identification and perceived organizational innovativeness on employees' use of adaptive or innovative styles of problem solving and decision-making. The area of interest was organizational communication, and the organization studied was a 68 member law enforcement agency in the Northwest. Data were obtained from questionnaires administered to members of the organization. There were 58 respondents.

Four hypotheses were posited. Three of the hypotheses were supported by the results of data from established officers of the law enforcement agency. Hypothesis One, which stated that individuals with low organizational identification and perceptions of low organizational innovativeness will be more innovative, was supported.

Hypothesis Two, which stated that individuals with low organizational identification and perceptions of high organizational innovativeness will be more adaptive, was not supported. Only one individual, an outlier, was in quadrant two of the hypotheses model.

Hypothesis Three, which stated that individuals with high organizational identification and perceptions of low organizational innovativeness will be more adaptive, was supported. Finally, Hypothesis Four, which stated that individuals with high organizational identification and perceptions of high organizational innovativeness will be more innovative, was supported.

The study contributed to existing knowledge pertaining to organizational identification, perceived organizational innovativeness and the Kirton Adaption-Innovation Theory. Both theoretical and practical implications of the study were explored. Limitations and directions for future research also were discussed.

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ACKNOWLEDGEMENTS

First, thanks go to Betsy Wackernagel Bach for her support, encouragement, and faith in my ability to accomplish my goal. She motivated me with her enthusiasm and advice, so to her go my heartfelt thanks, appreciation and respect.

Appreciation is extended to committee members Fred Reed and Wesley Shellen who motivated me to extend myself and my research. They provided valuable input and guidance. Special thanks go to Richard Lane and Joyce Schlieter for their help with my computer work.

William Olsen, training officer at the Missoula City Police Department, enabled me to conduct this research. His assistance as liaison and his cooperation and effort to obtain responses made this a valid study. I could not have done it without him!

To my children, Marci and Dustin, go my love and appreciation for the many, many months of understanding and cooperation they gave me. I dedicate my master's degree to them.

Finally, special thanks go to my mother, father, and Bill for their constant support without pressure. They made it possible for me to finish.

CHAPTER I

INTRODUCTION

Overview

The world is undergoing rapid and varied change. In business, increasing competition as well as changes in job descriptions and job locations will require the application of proactive, innovative approaches rather than the reactive approach traditionally seen as acceptable in less competitive conditions (Kanter, 1983; Peters & Waterman, 1984). Managers are seeing that one of the most important tasks in institutional leadership is defining an organizational mission and set of guiding principles which encourage innovation (Cheney, 1983; Peters & Waterman, 1984; Van de Ven, 1986). Growth and increasing specialization of work units make controlled employee-organization relationships not only desireable but often necessary for predictable organizational functioning.

Studies by organizational communication researchers have shown that an organization inculcates its goals and values in the individual through participation in the organization. The on-going socialization of the employee results in some degree of organizational identification (Bullis & Bach, 1989; Bullis & Tompkins, 1989; Tompkins & Cheney, 1985). The degree to which an employee identifies with the organization can account for (a) the individual's role within the organization, (b) the individual's perception of common interests with the organization, and (c) the focus on positive outcomes for both the individual and the organization (Tompkins & Cheney, 1985).

The employee-organization linkage of organizational identification can provide important consequences for the individual and the organization. Job behavior and approaches to innovation are crucial to organizational growth and survival. Mowday, Porter & Steers (1982) suggest that one way to generate spontaneous and innovative behavior that goes beyond routine prescribed behavior is to develop among employees strong feelings of psychological attachment to the organization. The researchers point out that if a positive linkage is established, an individual will tend to internalize the organization's goals and thus voluntarily engage in discretionary behavior beneficial to the organization. If an employee identifies positively with an organization, then his/her extra-role behavior (e.g., innovations that help the organization, proactive behavior that protects or advances the organization) can be generated by voluntary actions of the employee, rather than brought about through role prescriptions or reward system incentives. In this way, the "cost" to the organization is lowered.

Just as an individual's identification with an organization can have a powerful impact on the organization's ability to innovate successfully, so can the individual's perception of the organization's willingness to innovate. Individual perceptions can be expected to influence the work behaviors of employees. Communication researchers studying diffusion of innovations have been concerned with the identification of behaviors related to adaptiveness and innovativeness of individuals within the organization (Hayward, 1983; Holland, 1987; Kanter, 1982; Keller & Holland, 1983; Kirton, 1976, 1980, 1982, 1985a; Kirton & McCarthy, 1988; Vicere, 1987). Influencing an individual's organizational identification and perceived organizational innovativeness can impact on his/her decision-making and problem solving style to promote change and stability of the organization.

An organization's goals are likely to change over time, so the optimal style for problem solving will also fluctuate. The challenge is to create the ability to grow and innovate through appropriate behaviors of innovativeness and adaptiveness. An understanding of organizational factors and their interactive effects is useful for adopting innovations and predicting and shaping an organization's future.

Purpose of the Study

The purpose of this study is to focus the effects of organizational identification and organizational innovativeness upon job behavior. The behaviors of adaptiveness and innovativeness in the decision-making and problem solving style of organizational members are examined. Specifically, (a) how identified a member is with the organization, (b) how innovative s/he perceives the organization to be, and (c) how organizational identification and perceived organizational innovativeness affect the individual's adaptive and innovative behaviors in organizational decision-making and problem solving are explored.

An organization's investment in personnel and resources can be guided with information about how organizational factors interact. In this study a close examination of three areas of organizational communication from the individual's point of view is provided. It is hoped that the results will provide organizational leaders with useful tools for building healthy and highly productive organizations.

Review of the Literature

The following literature review covers three organizational communication research areas: (a) organizational identification, (b) perceived organizational innovativeness, and (c) the Kirton Adaption-Innovation Theory. In each section a definition of terms and description of applications and implications in the employee-organization relationship are provided.

Organizational Identification

Definition

Tompkins and Cheney (1985) have synthesized and extended work by Simon (1976) and Burke (1969) to derive the definition of organizational identification used in this study. Simon (1976) writes "A person identifies himself with a group when, in making a decision, he evaluates the several alternatives of choice in terms of the consequences for the specified group" (p. 205). Tompkins and Cheney (1985) have modified Simon's definition to read: "A decision maker identifies himself with a group when he or she desires to choose the alternative which best promotes the perceived interests of that organization" (p. 194). According to Tompkins and Cheney, their definition accounts for the individual's role, the perception of common interests, and the focus on positive outcomes, aspects of the individual-organizational relationship not highlighted by Simon.

Cheney (1983a; 1983b), Tompkins and Cheney (1985) and Cheney and Tompkins (1987) have posited that organizational identification is both a process and product involving the development of a relationship between individuals and organizations. In summarizing the salient points of Simon's (1976) work, Bullis and Bach (1991) point out that Simon has adopted an administrative or managerial approach to organizational identification. Organizations need to communicate their decision premises so that as individuals make decisions in their daily organizational lives, those decisions are based upon the factual and value premises the organization would most prefer them to employ (Bullis & Bach, 1991; Simon, 1976).

According to Hall, "identification is not commitment, superficial loyalty, or normative conformity" (1988, p. 3). He has suggested that commitment focuses on the status quo and the maintenance of benefits to self (e.g., an employee might still work hard without questions asked simply to keep a paycheck), while identification focuses the individual's attention on what is perceived as in the best interest of the organization (Hall, 1988). Superficial loyalty is static and all encompassing, while identification involves an acceptance of major decision premises which strongly influence actions. And finally, normative conformity requires prescribed behaviors, while identification helps to unify without demanding exact conformity of behavior (Hall, 1988).

Identification involves "feelings of similarity, belonging, and membership" (Bullis & Bach, 1989, p. 275). If the member accepts the values and goals of the organization as his/her own, then the interests of the individual and the organization will overlap or coincide resulting in organizational identification.

The Inner Voice of the Individual

While identification is directed toward the organization, it must have its source within the individual. The identification process can be initiated by organizational efforts, however it is completed through a type of self persuasion. Burke observed that "only those voices from without are effective which can speak in the language of a voice within" (1969, p. 39). If the member accepts the values and goals of the organization as his/her own, then the interests of the individual and the organization will overlap or coincide. The employee makes his/her own contribution through making decisions consistent with the organization's interests. According to Burke (1969), an individual who is inclined to identify with an organization will be open to persuasive efforts from various sources within that organization.

The organization communicates its values, goals, and information (i.e., the organization's own stated identifications) in the form of guidelines for individual and collective action. The member may then adopt or adapt (e.g., improve upon or enhance) the organization's interests, doing what is best for the organization, and perhaps even developing a salient identification with the organization as a target (Cheney, 1983b).

Unobtrusive Control

While an individual may identify spontaneously with an organization, organizations frequently help facilitate identification through their myriad means of communication (Cheney, 1983b). Research by Bullis and Tompkins (1989) has focused on identification and the use of unobtrusive control in organizations. They found that a decrease in unobtrusive control practices was associated with a decrease in organizational identification. In their theory of unobtrusive control, Tompkins and Cheney (1985) explain how organizations exercise control over its own members.

Tompkins and Cheney (1985) took into account work done by Edwards (1981) who identified three strategies of organizing communicative processes. First, "simple control" is obtrusive control characterized by overt direction and supervision. Compliance with commands is monitored and corrected as needed. The second is "technical control," another form of obtrusive control, where the control mechanism is embedded in the physical technology of the firm, designed into the machines and other physical apparatus of the workplace (e.g., machines on an assembly line). The third is "bureaucratic control" where rules, policies, and regulations direct behavior. Feedback is in the form of written reports (production, planning, etc.) and punishments or rewards, such as higher pay, more rights, or greater job security.

Tompkins and Cheney (1985) added a fourth strategy called "concertive control." Concertive control operates through the process of identification. Cheney and Tompkins (1985) provide a lengthy description of this identification process. As organizational members cooperate and communicate in an effort to overcome division, an overlap between the individual and group develops. As members identify more strongly with the organization and its values, the organization becomes as much a part of the member as the member is a part of the organization. Members then allow organizational decision premises to be inculcated into them. When the identity of the organizational member is merged with the perceived corporate interest, this socialization process is easier and more effective (Bullis & Bach, 1989). Members think in organizational terms and experience autonomy while making organizationally preferred decisions.

This concertive form of control is simultaneously unobtrusive and a source of high morale (Bullis & Tompkins, 1989). Rather than focusing on more obvious compliance with commands or rules, the focus is on less obvious compliance in decision making. This process of identification results in a profound internalization of the preferred decisional premises of two kinds: First, the factual and value premises valued by the organization are internalized. Second, consideration of the organization's interests above other parties' interests becomes a natural and preferred premise (Simon, 1976).

Successful concertive control can be seen in organizations such as the technology work units of the Silicon Valley. These organizations depend on the sophisticated skills of their employees, skills that are often developed within teams. Effective operations require that traditionally separate business functions (design, engineering, purchasing, manufacturing, distribution, marketing, sales) be merged into a system that can respond quickly to new opportunities. Products that demand such innovative organization are precision manufactured, custom tailored, and technology driven. Organizations exercising unobtrusive control allow members a great deal of decision-making freedom while the members adhere tenaciously to a set core of values. The organizational members communicate directly with one another in order to handle novel cases or the challenges of innovation (Tompkins & Cheney, 1985).

How Organizations Influence/Promote Identification

An employee's move toward identification is often promoted and encouraged by the organization in its dealings with the member. Organizational beliefs, values and symbols control behavior indirectly. Organizations attempt to influence members through oral messages from management; with bulletins, handbooks and house organs; in labor negotiations; by offering an array of benefits and services; and through personnel selection, socialization, training and promotion. Further, they communicate persuasively with parties in the "environment" (frequently other organizations) through marketing, public relations, lobbying, testimony, image making, and issue advocacy (Cheney, 1983b).

Expanding on Burke's (1969) work, Cheney (1983b) has identified four strategies that an organization can use to promote organizational identification. The first strategy, the <u>common ground technique</u>, is grouped into six categories. The following is a list of the categories with an example given for each from the context of the University of Montana (UM):

1. Expression of concern for the individual.

   Example: UM Wellness Program offers free or low cost programs and services for employees in addition to a regular wellness article in the Campus Newsletter.

2. Recognition of individual contributions.

   Example: Employee of the Quarter Award recognizes an individual and s/he is featured in the UM Campus Newsletter.

3. Espousal of shared values.

   Example: UM administrators ask the Montana legislature for increased level of funding so faculty can receive higher salaries and UM's quality of education can continue to be outstanding.

4. Advocacy of benefits and activities.

   Example: Partial fee waivers are granted for UM employees enrolling in academic courses at UM.

5. Praise by outsiders.

   Example: A journalist cites UM as an outstanding institution where one can receive an "Ivy League" education.

6. Testimonials by employees.

   Example: Campus Newsletter articles quote employees praising The University of Montana for promoting and supporting their professional and personal growth and development.

All six of the above tactics involve an associational process whereby the concerns of the employee are directly or indirectly identified with those of the organization.

The second strategy identified by Cheney (1983b) highlights separateness and is called <u>identification through antithesis</u>. Through the portrayal of uniting against a common enemy, usually some threat from the environment, corporations implicitly stress identification with insiders (i.e., members of the organization) as an effort toward achieving unity and collective acceptance of organizational values. The classic example of this strategy being used at UM is the rivalry and "hype" encouraged before the Bobcat-Grizzly football and basketball games.

The third identification strategy, the <u>assumed "we</u>," is both a subtle and powerful identification strategy because it often goes unnoticed. Uses of the assumed "we" and the corresponding "they" (symbolizing outsiders) can be found in corporate discourse when the sharing of interests by the corporation and the employee seems taken for granted. It allows a corporation to present similarity or commonality among organizational members as a taken-for-granted assumption. To the extent that employees accept this assumption and its corollaries unquestioningly, they identify with their corporate employer. An example of this is the president of The University of Montana stating publicly, "We are committed to educational outreach throughout Montana."

The fourth and final identification strategy identified by Cheney (1983b) focuses on <u>unifying symbols</u>. An individual may come to accept the identifications that are shaped and suggested by appealing forms such as well-crafted statements of corporate identity and their referents (logos, trademarks, etc.). Corporations make serious investments in developing these organizational symbols. This strategy can be seen being implemented at UM with the development of a new institutional logo to include the word "The" University of Montana to infer institutional prestige and engender pride.

<u>Summary</u>

As demonstrated in the literature, identification strategies and tactics take on tremendous importance when viewed in contemporary organizational life. They are intentional and unintentional attempts to induce organizational identification. An organizational member's level of identification has a direct impact on the behaviors and decisions of the individual. Consequently, it is a powerful element in the employee-organization relationship.

Perceived Organizational Innovativeness

This section will begin with a definition of innovation and explain the organizational innovation process. Research findings about innovative organizations will lead to a discussion about individual innovativeness. And then from the perspective of the individual organizational member, the specific concept of an individual's perceived organizational innovativeness will be examined.

Innovation: What It Is and How It Works

According to Cheney, Block and Gordon (1986), innovation communication refers to all oral and written messages concerning an innovation that are sent and received anytime from the point of inception to the point at which the innovation is eventually adopted, rejected or simply forgotten. It refers, also, to the broader process of how changes occur in organizations.

Rogers and Rogers have defined innovation as "an idea, practice or object perceived as new by the relevant unit of adoption" (1976, p. 150), and have identified four stages in the organizational innovation-decision process. The first of these stages involves matching an organizational problem with a new solution. The second involves checking the accuracy with which the new solution has been matched to a problem. The last two stages, clarifying and routinizing, are concerned with connecting the new way of doing things to the ongoing structure and activities of the organization and making the new way of doing things a routine part of the organization.

The four stages in the organizational innovation-decision process described above were adapted from the five components of the innovation process identified in earlier work by Rogers (1962). Rogers (1983) has characterized innovation as a five-step process (Figure 1) involving awareness, interest, evaluation, trial, and adoption.

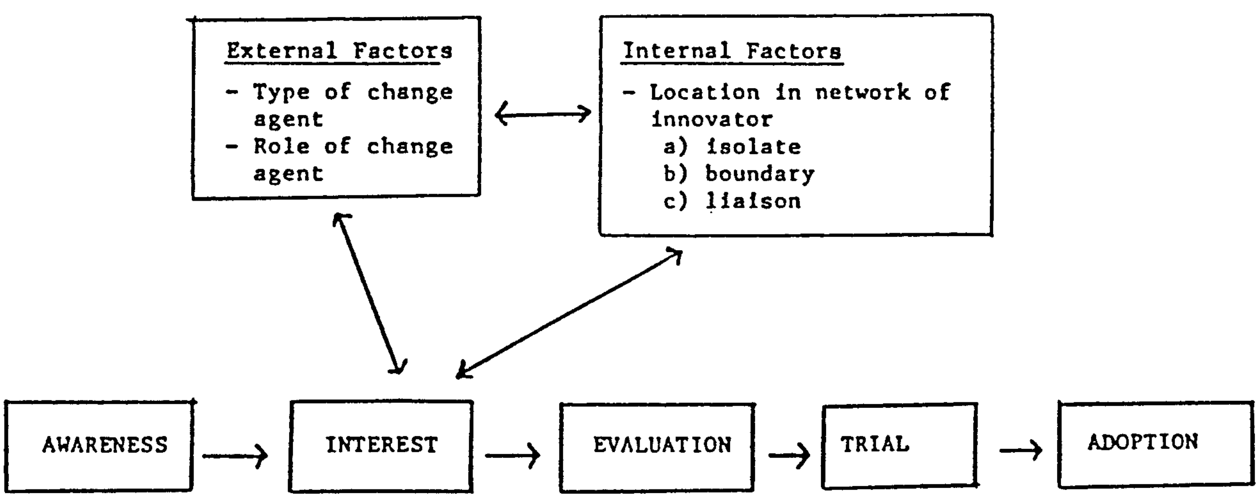


Figure 1. Components of the Innovation Process (adapted from Rogers, 1962)

First, Rogers (1983) suggested that individuals must first become aware of the existence of an innovation or change, whether or not the awareness is random or initiated by the individual. Next, at the interest phase, individuals actively seek to gain more information about an innovation which interests them. At this point the individual generally favors the innovation but has not yet judged its utility.

During the evaluation phase the innovator mentally applies the innovation to his present and anticipated future situation and decides whether or not to try it (Rogers, 1962, p. 83). If the advantages of promoting the change or adopting the innovation outweigh the disadvantages, this is the stage at which the innovation is tried.

Next, a small-scale trial test of the change or innovation is conducted to determine its usefulness for the organization. This phase helps determine whether the innovation will be adopted or rejected. And while rejection may occur at any stage of the innovation adoption process, sometimes rejection occurs in the trial phase due to misinterpreted results (Rogers, 1962).

The final phase in the innovation adoption model is the adoption phase. After consideration of the trial results, the individual/organization decides to continue full use of the innovation. The change or innovation now goes though a process of adoption throughout the organization. Details of this process will be discussed later when individual innovativeness is examined in greater detail.

Organizational Factors Which Foster Innovation

The organization directly and indirectly influences innovation. In research on middle managers as innovators, Rosabeth Kanter (1982) found innovative managers to share the following characteristics: comfort with change; clarity of direction; thoroughness; participatory management style; persuasiveness, persistence, and discretion. Innovation was found to flourish in companies where territories overlap and people have contact across functions; information flows freely; many managers are in open-ended positions; and reward systems look to the future.

The following organizational supports were found to create opportunities for organizational innovation: multiple reporting relationships and overlapping territories; a free and somewhat random flow of information; a decentralized power structure with financial support for innovation; a high proportion of managers with broad responsibility and authority; frequent and smooth cross-functional contact; a reward system that emphasizes investment in people and the project (Kanter, 1982; Delbecq & Mills, 1985).

In their research on innovations in organizations, Albrecht and Ropp (1984) found that innovation is discussed in organizational relationships in which interpersonal uncertainty is reduced. Communication about new ideas was embedded in the context of strong, developed, and stable interpersonal relationships. Organizations with members in highly multiplex relationships (i.e., talked about innovation, work, and social/personal content) are the organizations that communicate most about innovations (Albrecht & Ropp, 1984; Bach, 1985 & 1989; Kanter, 1982).

The Role of the Individual in the Organizational Innovation Process

Multiplex relationships in organizations are formed by individuals who communicate about innovation, work, and social/personal content. The following discussion focuses on multiplexity and individual innovativeness. Bach (1989) has provided a summary of research relevant to individuals involved in multiplex relationships. Several conclusions about multiplex communication links have been found. First, individuals with multiplex communication links may be early to adopt an innovative idea (Bach, 1985, 1989). Second, the advantages of multiplexity lie in the strengthening of social control (Mitchell, 1969) and in social integration (Kapferer, 1969; Weimann, 1983). Social control and integration are important as individuals are exposed to an innovation and choose to implement or reject the innovative idea. Third, individuals may exert more control over others with whom they are involved in multiplex relationships (Kapferer, 1969) and may conform to the standards set by the other individuals linked to the multiplex relationship (Burt, 1980). Fourth, multiplex links are indicative of social integration and promote the development of collegial relationships because of decreased uncertainty and increased information (Albrecht & Ropp, 1984).

Innovation Adopter Types

Another primary concern of communication researchers studying the diffusion of innovation [i.e., the spreading of an innovation through a system (Rogers, 1962)] has been the identification of adopter types. Rogers and Shoemaker (1971) have conceptualized innovativeness as the degree to which an individual is relatively early in adopting innovations with respect to others in the organization. This definition shifts the focus from the innovation to the individual. It implies that innovativeness is a personality characteristic, and Rogers and Shoemaker (1971) have present data which indicate that innovativeness is a normally distributed unidimensional characteristic of individuals in any given population.

Rogers (1983) and Rogers & Shoemaker (1971) have identified adopter categories grouped by rate of innovation adoption. Rate of adoption (ROA) is defined as the time an individual implements an innovative idea. Rogers' method for categorizing rate of adoption was based on the assumption that adopter distributions closely approach normality. The five adopter categories (Figure 2) are (a) innovators, (b) early adopters, (c) early majority, (d) late majority, and (e) laggards.

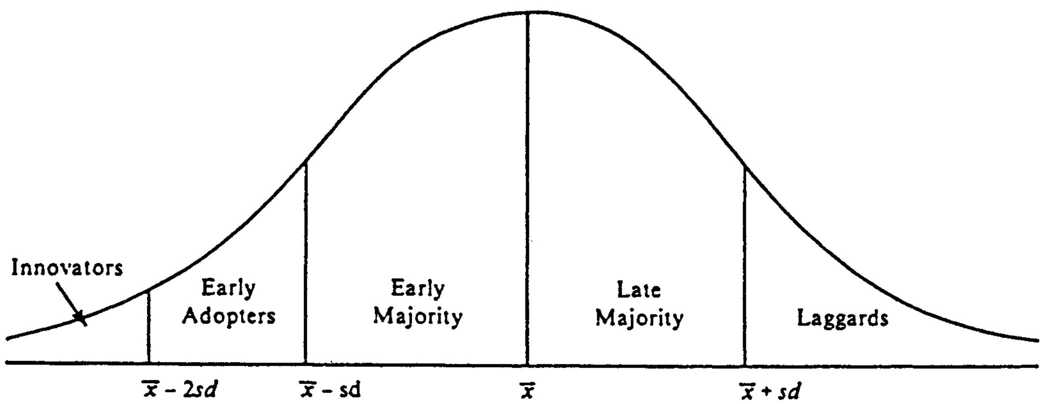


FIGURE 2
ADOPTER CATEGORIZATION AND LINK TYPE (BELL CURVE FROM ROGERS, 1983, P. 247)

The first few individuals to adopt a new idea are the innovators, and they are followed by the early adopters. The early majority follow next and the rate of adoption reaches its peak with this group. Individuals who are somewhat reluctant to adopt a new idea are among the late majority, and are followed by a small group of laggards who are the last to adopt a new idea, if they choose to adopt at all (Rogers, 1983; Rogers & Shoemaker, 1971).

In addition to rate of adoption as a measure of individual innovativeness, members can be categorized by the function they perform in the communication of innovative ideas. Certain individuals, identified as linkers, learn quickly of a new idea entering the organization and communicate it to others. Linkers function as liaisons or bridges (Reynolds & Johnson, 1982) and perform a communication-linking function among groups within an organization and with other groups in the network. These linkers can influence the innovation process by allowing or blocking the information flow (Bach, 1985).

Linkers have been portrayed as early adopters (Becker, 1970; Rogers, 1983) because of (a) their central position in the communication network, (b) the relative status attributed to them by non-linkers, and (c) their desire to retain their central role and position of status (Bach, 1985).

Like their linking counterparts, non-linkers can also be early adopters. Becker (1970) in his study on centrality [i.e., the degree of access one has to the flows of information compared to others (Keller & Holland, 1983)] found that some innovations perceived to be risky were adopted by individuals with low centrality and peripheral roles in the organizational communication network. This was attributed to several reasons. First, non-linkers "are outside the normal domain of group sanctions and have little to lose by pioneering initially unpopular innovations" (Becker, 1970, p. 269). Second, non-linkers may adopt an innovation to gain status and prestige from their peers and to demonstrate their value and competence as individuals.

Risk to the individual can result from pioneering innovation (Brimm, 1988). In studying individual innovativeness in organizations, Butler (1981) identified one particular type of innovator as the "deviant" who essentially accepts cultural goals but rejects the institutionalized means of reaching them. These "deviant" individuals can be a source of variation within groups and thereby increase innovation. Butler (1981) said that "deviant" information is more likely transmitted from successful task performers to less successful and that networks with minimized power differentials might assist the flow of deviant ideas to promote innovation. Butler (1981) has found the following to be true of individuals and groups communicating about innovations: (a) Members of highly cohesive groups communicate with each other more, the pattern of interaction is more friendly, cooperative and generally positive for facilitating group integration; (b) low-cohesive groups show more aggressive and uncooperative behavior; and (c) high-cohesive groups generally exert higher influence over group members and are more effective in reaching group goals.

Perceived Organizational Innovativeness

As the review of research on innovation indicates, the organization and the individual are inextricably tied to one another by practice and perception. Therefore, the discussion now turns from individual innovativeness to the concept of organizational innovativeness from the individual's perspective. The construct of perceived organizational innovativeness is described as unidimensional, with an underlying continuum of perceived organizational willingness or unwillingness to change (Hurt, Joseph & Cook, 1977; Hurt & Teigen, 1977). A reliable Likert-type instrument for measuring perceived organizational innovativeness (PORGI) has been developed and tested by Hurt & Teigen (1977).

Hurt and Teigen argued that "organizations which are perceived [by their members] as being more innovative are most likely to select innovative employees to participate in the decision-making process" (1977, p. 385). A higher PORGI score was found to predict greater employee participation in each stage of the innovation-decision process (Cheney, Block & Gordon, 1986; Hurt & Teigen, 1977).

In a study of three types of service organizations, Cheney, Block and Gordon (1986) found that members who view their organizations as innovative perceive more communication activity concerning innovations than members who do not consider their organizations as innovative. And in another study by Hurt and Teigen (1977), the PORGI scale was used in conjunction with the Individual Innovativeness Scale (Hurt, et al., 1977) and was found to correctly predict satisfaction with certain aspects of employment and participation in the organizational-decision process. Hurt

& Teigen (1977) have reported that PORGI was significantly, positively correlated with employees' satisfaction measures of (a) their supervisors, (b) their chances for promotion, (c) their co-workers and (d) their pay. PORGI was found to be unrelated to employees' reported satisfaction with their own work.

Summary

Employees' perceptions of organizational innovativeness may be at least as important as actual innovation adoption by organizations in influencing employee decision-making and problem solving. Consequently, any plan to change the organization structure to facilitate innovation should include a concomitant attempt to increase employees' perceptions of organizational innovativeness.

The Kirton Adaption-Innovation Theory

Description of the Theory

Kirton (1976) has pointed out in his Adaption-Innovation Theory that individuals have different styles of decision-making, problem solving and creativity, and that individuals can be placed on a continuum with adaptors and innovators at extreme opposite ends. Stylistically, adaptors tend to be conservative, operating within the confines of generally accepted organizational guidelines and within which a problem is usually initially perceived. The behavior and solutions found by adaptors tend to reinforce organizational guidelines because adapters generally concentrate on the refinement of existing processes. On the other hand, innovators see these organizational guidelines as being linked to the problem. Innovators are risk-takers whose solutions tend to incorporate new and often untried processes, such that they threaten or even bring about a change in the organizational guidelines.

What may distinguish adaptors and innovators is the size of the cognitive domain (i.e., conceived range of options) deemed appropriate to the search for a solution (Kirton, 1978). Both adaptors and innovators initially may view a problem within a selected framework and so be limited by its perceived boundaries. Adaptors, however, seem to find the framework boundaries less elastic and permeable than innovators. One difference in outcome is that adaptor solutions tend to lead to **doing things better,** and those of innovators to **doing things differently** (Kirton, 1976).

Behavioral Perceptions of Adaptors and Innovators

Kirton's (1976) observation that people characteristically either adapt or innovate led to further exploration of behaviors that might be related to these two cognitive styles. Descriptions of such behaviors within each style are listed in Appendix A.

The solutions offered by adaptors which lead to institutional change are more readily seen by their colleagues as related and, therefore, relevant to the originally formulated problem. Colleagues also consider adaptor solutions more likely to lead to sound, efficient answers to agreed needs (Kirton, 1980). Adaptors expend more effort in obtaining results consistent with the organizational values they deem relevant. In pursuing solutions to problems, adaptors are described as exhibiting greater restraint, regard for the notions of others, soundness of opinion, reliability of performance, and other attributes of immediate value to organizations.

Conversely, innovators are characteristically less concerned with the maintenance of the status quo, and so their decision-making and problem solving are more likely to lead to new ideas. The task of getting innovator solutions accepted is therefore considerably greater than for adaptors. It is the innovators' trouble in gaining acceptance for their definition of the problem which causes skepticism about the solutions that they offer. They often require assistance to get the agreement of their colleagues and the resources needed to implement their ideas. The solutions and proposals of innovator creativity are viewed as more problematic and less readily assessable in terms of efficiency, since they depart more from known positions and procedures, and are perceived as riskier (Kirton, 1976).

Kirton (1976) has observed that among managers advocating particular changes are some who "fail to see possibilities outside the accepted pattern," while others are marked as "men of ideas," who fail to exhibit a knack for getting their notions implemented. When collaborating with innovators, adaptors supply stability, order and continuity to the partnership. When innovators collaborate with adaptors, the innovator supplies the task orientations, the break with the past and accepted theory (Kirton, 1976).

Innovators like solving new problems, dislike doing the same things over and over again, and are impatient with routine details. Conversely, adaptors like (cope well with) established routine work, and work more steadily with a realistic idea of how long it will take to complete a task.

Innovators may "start too many projects," "welcome new light on a situation," and "do not mind leaving things open for later alteration." Adaptors are usually at their best when they can "plan their work and follow it" and "are allowed to get things settled and wrapped up" and "may not notice new things that need to be done" (Kirton, 1976).

Adaptors "tend to be more aware (than innovators) of other people's feelings" and can probably "relate more consistently well to people." By contrast, innovators, in pursuit of their innovation, may be more liable to "hurt people's feelings without knowing it."

Both Adaptors and Innovators Work in Organizations

Adaptors and innovators have their own characteristic strengths and weaknesses which are respectively useful and harmful to organizations. But of the two, the adaptor has a privileged position since it is the adaptive mode that must prevail more consistently. This is usually true of organizations which are both large and long-established. It seems reasonable to expect that when a large investment in personnel and resources has already been made and has proved successful, risk to the organization must be minimized and continuity and stability maximized.

While established patterns of behavior have value to an organization, Straw (1982) demonstrated that some organizational problems are often the result of failures to adapt to new circumstances or refusals to change behavior that had worked well under conditions that no longer apply. He describes settings where administrators can and do commit increasing resources to a familiar line of behavior, even in the face of negative outcomes. Through socialization for administrative roles, adaptors perceive consistency in action as part of effective leadership (Straw, 1982), even in situations which might be better served by an innovative approach. It seems, then, that adaptiveness and innovativeness should be matched to the situation for optimum benefit to the organization.

Within organizations, there may be extreme adaptor-types, extreme innovator-types, and individuals with a blend of adaptor and innovator characteristics. Vicere's (1987) ranges (Appendix B) on the Kirton Adaption-Innovation Inventory (KAI) reveal that adaptor and innovator characteristics run along a continuum. The list of behavioral descriptions suggest that persons with a blend of adaptive and innovative qualities are the most functional in an organization. Kirton has stated that "middle scorers" can more easily act as "bridgers," forming the consensus group and getting the best (if skillful) out of clashing extreme scorers. Middle scorers, at the same time, do not easily reach the heights of adaption or innovation as do extreme scorers (Kirton, 1976).

Vicere (1987) has suggested the following considerations for when adaption or innovation can be used more appropriately:

1. Team Experience. The longer a team remains together, the more adaptive their responses become.
2. Destination of Output. What goes up tends to be adaptive; what goes downward or laterally tends to be more innovative.
3. Recurring Problems. These usually signal the need for innovation.
4. Crisis. The greater the crisis, the more likely an innovative idea will be accepted.
5. Project Phase. In early phases innovation is more acceptable; as a project matures, adaption is advised (so the project will be completed).
6. Insurance. Having a successful product requires

innovative ideas to provide "insurance" to maintain a superior position.

7. Time. Innovation usually occurs when the time frame is long. People want to make the project their own.

8. Budget. The lower the budget, the more adaptive the solution.

Researchers using the Kirton Adaption-Innovation Inventory found that scores for members in a local government office followed a trend (Hayward & Everett, 1983). The most adaptive group consisted of members who had worked at the office the longest. The trend was more marked among junior and intermediate personnel than among senior staff, who had adaptive means regardless of their length of service. New recruits at the junior and intermediate levels were mildly innovative, but within five years the staff consisted of a more homogeneous and adaptive group. The study demonstrated that there was a break to an adaptive style around five years of service. There was no significant difference between the five-to-ten and greater-than-ten years of service scores. Over time, members were socialized into the organization and behaviors began to reflect the organization's preferred mode of operating which was an adaptive style.

Holland (1987) has speculated that it may be possible in adaptively oriented organizations, like the local government office mentioned above, for the innovator's "riskier" style to be seen as inappropriate, and the more prudent adaptors are preferred for senior positions. The shift of organizational members toward an adaptive extreme leads to more entrenched positions (Hayward & Everett, 1983). More adaptive styles reduce the range of responses available and can lead to the organization becoming less flexible in its search for solutions. This can prove dangerous in a world of conflicting and rapidly changing pressures. Findings by Hayward and Everett (1983) support Kirton's prediction that, if established long enough, the mean score of the personnel on the Kirton adaption-innovation inventory approaches the aims of the organization.

Kirton has suggested, also, that organizations or departments within organizations display a tendency towards either adaption or innovation according to the functions they perform. Kirton and McCarthy (1988) have found that occupational groups tend to have skewed distributions according to whether the demand of the job are more suited to an adaptive or innovative style. Groups required to work in a system within which the answers to problems can be found (e.g., accountants) tend to be adaptive. Also, people who worked in departments primarily concerned with their unit's own internal processes (e.g., machinists) produced more adaptive means on the adaption-innovation inventory than the general population (Kirton, 1982). Conversely, the mean scores of people at the interface between a number of departments (e.g., strategic planners) or between their organizations and the wider world (e.g., journalists) were more innovative. Holland (1987) posited that since particular jobs demand particular ways of thinking and behaving, if appropriate selection procedures are used, then the personnel should reflect the unit's character of either adaptiveness or innovativeness.

Summary

Organizations and organizational members must cope with change in order to survive. Two distinct approaches to change are identified in the Kirton adaption-innovation theory. Adaptors rely on known positions and do things better; innovators break from tradition and do things differently. The employee-organization relationship will likely influence the problem-solving style of the organizational member.

Critique and Rationale for the Study

Critique of the Literature

During the last three decades researchers investigating organizational identification and innovation first focused on the organization and then looked more closely at the role of the individual within the organization. Researchers have developed reliable scales to measure (a) organizational identification, (b) perceived organizational innovativeness, and (c) adaptive and innovative decision-making and problem solving styles. These three scales measure related constructs, but have not been used together.

Key elements of these three organizational communication areas converge logically: (a) All affect and are affected by the employee-organization relationship, (b) all acknowledge and rely upon individual perceptions of the organization, and (c) all influence the organizational-decision process. The corresponding instruments, also, are compatible and lend themselves to being used together. First, the three selected constructs can be measured systematically by the use of reliable self-report instruments. Second, each of the three self-report instruments provides a direct measure of individual perceptions; they do not rely on indirect investigator judgments. Third, all three measurement instruments record the _individual_ member's perceptions. The investigation is not confounded by mixing organization-centered data (e.g., actual number of innovations adopted within a period of time) with individual reports of identification or innovation processes and products. Fourth, the PORGI and the Kirton Adaption-Innovation Inventory permit measures of innovativeness which are not innovation specific.

Rationale for the Study

It is the purpose of this study to integrate three concepts and investigate how organizational identification and perceived organizational innovativeness impact upon members' adaptive and innovative behaviors. Organizations must innovate to remain competitive and serve changing constituencies. Clearly, it is the consequences of employee-organization relationships which will determine the success or failure of organizations to meet the demands of change. It is important, then, to understand the point of view and behaviors of individual organization members.

An organizational member's style of decision-making and problem solving directly impacts the organizational innovation process. In this study two employee-organization relationships (i.e., organizational identification and perceived organizational innovativeness) are identified. Their impact upon the way employees deal with change is investigated. The Kirton Adaption-Innovation Theory is selected for this study because it identifies adaptiveness and innovativeness as individual styles of decision-making and problem solving. Kirton (1976) acknowledged that employees must deal with change, and his KAI instrument identifies whether the individual tends to be more adaptive or innovative in the process. Kirton and other communication researchers have provided specific insights and behavioral descriptions useful to managers and administrators who must "manage" organizational identification and perceived organizational innovativeness.

While this study is a "snapshot" of organizational identification at a particular point in time, the researcher recognizes identification as a continuing development involving many changes. It is because of this process component of identification that one can view the individual's organizational identification as a phenomenon which can be influenced and shaped through organizational communication.

Understanding the effects of interactive variables in the employee-organization relationship can provide a powerful tool to help organizations confront, form and maintain organizational innovativeness. Because of the high cost of employee turnover, organizations are viewing employee retention as an investment. So with increased employee longevity, organizations may find it necessary to communicate changing values and cultivate employees who identify with current organizational philosophies. Increasing or decreasing organizational identification and/or perceived organizational innovativeness can influence the decision-making and problem solving behaviors in organizational members. This, in turn, can aid management in reaching its desired organizational communication outcomes.

CHAPTER II

THEORETICAL FRAMEWORK AND HYPOTHESES

Theoretical Framework

The type of values which are inculcated in organizational members will significantly affect and influence their organizational identification. Identification with an organization actively promoting innovation would likely increase the amount of ideas conceived by organizational members. At the same time, a highly identified person working in an organization which does not promote innovation may take on the values of the organization and make them his/her own.

Divergence (i.e., a multitude of ideas) and convergence (i.e., focusing on the selection of an idea) are primary factors in organizational identification and innovation (Firestien & Treffinger, 1983). Organizational identification influences the choices made by organizational members. Highly identified individuals make choices consistent with organizational goals and values. In the process of decision-making, highly identified individuals integrate knowledge about alternatives and implications for the organization. Innovation, also, emphasizes the need for diversity of knowledge and a focusing theme which provides motivation for advancing a particular alternative. There is a general consensus in the literature that the more integrated knowledge members within an organization have, the more innovative the organization will be (Kanter, 1983; Rogers, 1983; Zaltman & Duncan, 1977).

The primary resource of innovative information is likely an individual's communication networks. Particularly important is information communicated through informal channels (Keller & Holland, 1983). Tompkins and Cheney (1985) pointed out that highly identified individuals tend to engage more in informal oral communication, maintaining that organizational identification provides a strong impetus for creating informal communication networks within the organization. Albrecht and Ropp (1984) found that individuals who had highly multiplex relationships were the ones who talked most frequently about innovation. Consequently, identifiers are more likely to have the diverse knowledge base needed for innovation (Hall, 1988).

The importance of identification is demonstrated also in the building of support for innovations through informal networks. Tompkins and Cheney (1985) argue that highly identified organizational members tend to be more active in communication networks. Consequently, as the decision is made to innovate, highly identified members would seem to be in a better position to build the support necessary for successful implementation. Also, since highly identified organizational members deviate less from known organizational philosophies and practices, their new ideas are closer to known positions and are, therefore, likely to be accepted by the organization.

Individuals who may identify with more than one organization or unit are boundary spanners and can acquire vital information for innovation. High identification can assist the boundary spanner with innovation since identification helps make organizational needs more salient and enables the person to link innovative ideas from outside the organization with actual needs within the organization.

In summary, it is likely that an organizational member's innovative approach to decision-making and problem solving would be the result of identification with an organization perceived to be innovative. Conversely, an adaptive approach to decision-making and problem solving would be the result of identification with an organization perceived to have low innovativeness. Identification keeps the organizational-decision process consistent with organizational ideology.

Hypotheses

Since identification is tied to the values and norms of the organization, the organizational member's perception of the organization's innovativeness would likely be reflected in the decision-making and problem solving style of the member. When the organizational norm favors change, innovative behaviors will likely be displayed by highly identified members. But if the highly identified member perceives the organization to have low innovativeness, then the member will likely favor maintenance of the status quo and deal with change within the confines of the perceived organizational traditions.

In order to explore in detail the effects of organizational identification and perceived organizational innovativeness on the adaptive and innovative behaviors of employees, four employee-organization relationships are identified. The following section first describes a situation and then offers a corresponding hypothesis. Four hypotheses are offered:

Situation #1. If an organizational member does not identify with an organization which s/he perceives as having low innovativeness, then that member will likely want to introduce new ideas, make decisions and solve problems by being more innovative and doing things differently. This explanation leads to the first hypothesis:

H1: Individuals with low organizational identification and perceptions of low organizational innovativeness will be more innovative.

Situation #2. If an organizational member does not identify with an organization which s/he perceives to be highly innovative, then that member will likely want to continue to maintain the status quo and operate by doing things better rather than doing things differently. This explanation leads to the second hypothesis:

H2: Individuals with low organizational identification and perceptions of high organizational innovativeness will be more adaptive.

Situation #3. If an organizational member identifies with an organization which s/he perceives is not innovative, then that member will likely want to continue to maintain the status quo and operate by doing things better rather than doing things differently. This explanation leads to the third hypothesis:

H3: Individuals with high organizational identification and perceptions of low organizational innovativeness will be more adaptive.

Situation #4. If an organizational member identifies with an organization which s/he perceives is innovative, then that member will likely want to introduce new ideas, make decisions and solve problems by being more innovative and doing things differently. This explanation leads to the fourth hypothesis:

H4: Individuals with high organizational identification and perceptions of high organizational innovativeness will be more innovative.

The four preceding hypotheses can be charted as follows:

<u>Figure 1</u>. Hypotheses

		PERCEIVED ORGANIZATIONAL INNOVATIVENESS	
		LOW	**HIGH**
ORGANIZATIONAL IDENTIFICATION	**LOW**	H1: INNOVATIVE	H2: ADAPTIVE
	HIGH	H3: ADAPTIVE	H4: INNOVATIVE

Figure 3.

CHAPTER III

METHOD

Subjects and Organization

The subjects in this study were employees of a law enforcement agency in a northwestern town with a population of approximately 60,000. The mission of this 57-year-old department was to protect and serve the public, and to enforce city, state and federal laws.

The department consisted of 68 employees working in four divisions: (a) uniformed patrol division with 40 members, (b) detective division with 13 members, (c) support staff with 10 members, and (d) administrative staff with 5 members. There were four major job classifications within the department: (a) administrative staff, (b) shift commander, (c) patrol officer, and (d) support staff.

Procedure

Entry into the organization was made through a professional contact with a member of the department's administrative staff, the training officer. Approval to conduct the study was granted by the department administration.

A study implementation plan was offered by upper management. The plan called for "one of their own" to present the questionnaires (Appendix C & D) to members of the organization. According to leaders in the department, outsiders/non-members are generally not received without suspicion by members of the law enforcement profession. Information and requests are more easily accepted when the source is a group member who has the respect of the organizational members. Therefore, it was recommended that the researcher not address members at meetings, but rather to have the administration of the questionnaire flow through the structured hierarchy of the organization.

The plan called for the head of each division to distribute the questionnaire to each member of the division and request that the instrument be completed during the current meeting. Brief written instructions (Appendix E) were provided to unit leaders administering the questionnaire. A cover letter/informed consent form (Appendix F) from the researcher explained that the research project had been approved by the department and was voluntary. It explained how the data was to be used and that responses were anonymous. (Appendix G is a copy of the application to The University of Montana's Institutional Review Board.) Each respondent was asked to enclose and seal his/her completed questionnaire in an envelope provided with the questionnaire. Sealed responses were turned in to the division head who forwarded them to the training officer who served as the researchers liaison with the department.

In the case of the uniformed patrol division, the largest division within the department, the shift commanders distributed the instrument at the regular shift meetings. Again, the shift commanders collected respondents' sealed envelopes and gave them to the training officer.

Shift commanders of the uniformed patrol division and the head of each of the other departments were responsible for distributing and collecting the questionnaire from every available employee. After a two-week period, responses were tabulated to determine which divisions still had uncollected responses. Then, the training officer was notified and he made follow-up contacts with the division heads to gather the needed data.

Materials

A Likert-type questionnaire was developed to measure the three interrelated concepts identified in this research (Appendix C & D). The questionnaire combined three established instruments to measure (a) organizational identification, (b) perceived organizational innovativeness, and (c) individual adaptiveness-innovativeness. The response choices in this combination questionnaire were borrowed from Bullis & Bach (1991). Instead of a numerical scale from which to choose responses, choices were written out in words and used typography to explicitly remind the respondents of the degree of agreement or disagreement represented by each choice (see Appendix C & D). This style was selected because responses to questions like those on the used questionnaire would normally be words, not numbers, in everyday conversation. Word responses made the questionnaire a friendlier instrument for measuring the three constructs of this research (Norton, 1983).

Two versions of the questionnaire were administered for this study. Reverse placement of the adaption-innovation instrument and the perceived organizational innovativeness instruments were used to test whether questionnaire order would affect responses (see Appendix C for Questionnaire Version I and Appendix D for Questionnaire Version II).

Organizational Identification

Level of organizational identification was assessed with a shortened version of the Organizational Identification Questionnaire (OIQ) developed by Cheney (1983a). The OIQ was developed to assess both the product and the process of identification. It was designed to reflect membership, loyalty, and similarity. And while Cheney recommends that the instrument be used together with qualitative investigations to thoroughly understand the on-going process of identification, use of the quantitative instrument alone provides a "snapshot" of the present state of organizational identification (Bullis & Bach, 1991). This particular research project was not intending to look at identification over time; it focused on the present state of organizational identification.

The twenty-five item OIQ has been used in a number of organizational studies, (Bullis & Tompkins, 1989; Cheney, 1983a) and internal reliability has been proven to be high, .94 using Cronbach's alpha (Bullis & Tompkins, 1989; Cheney, 1983a). A 15-item shortened version has been used in research by Bullis and Bach (1989, 1991) and has proven to be high in internal reliability, alpha coefficient of .90. In this study, the 15-item version of the OIQ was used (Appendix H).

The OIQ uses a 7-point Likert-type scale for responses to indicate very strong agreement (7) through very strong disagreement (1). Negatively worded items receive reversed scoring.

Perceived Organizational Innovativeness

Hurt and Teigen (1977) developed a direct measure of perceived organizational innovativeness. They produced a self-report instrument to determine individual perceptions of an organization's ability/willingness to change.

Perceived organizational innovativeness is measured by a 25-item instrument called PORGI, with a reported internal reliability of .96 (Hurt & Teigen, 1977). The PORGI scale uses a 7-point Likert-type response format to indicate the respondent's degree of agreement or disagreement with each item (Appendix I).

On the PORGI scale, higher scores indicate higher levels of perceived organizational innovativeness. It is used because it has exceptional reliability and equally acceptable construct and predictive validity (Hurt & Teigen, 1977).

PORGI was used twice in the questionnaire to assess perceived organizational innovativeness at two levels, departmental and divisional. The data were used to (a) determine differences between perceptions of innovativeness at the departmental and divisional levels, and (b) analyze which combination of variables best predict adaptiveness-innovativeness.

Adaption-Innovation

The Kirton Adaption-Innovation Inventory (KAI) discerns the ways in which people approach problems. The KAI instrument (Appendix J) consists of 32 questions, using a five-point response scale, measuring individual creativity not from the point of view of level of creativity, but in terms of the form or style of creative behavior. It assesses type of creativity on a scale between: (a) Adaptive--doing things better by refining existing processes and methods but keeping within accepted guidelines, and (b) Innovative--doing things better by new and often untried processes and methods, probably breaking accepted guidelines.

The KAI is a self-report instrument measuring styles of creativity distinct from levels of creativity. It is a measure of approaches to problem solving and definitions of problems; it is not a measure of intellectual capacity.

The KAI identifies three component dimensions of adaption-innovation. **Efficiency** describes the tendency to be methodical, prudent, and disciplined. **Rule Conformity** expresses risk aversion, the need for certainty, rules and norms, and respect for authority. **Originality** refers to the inclination to depart from consensus and deviate from common patterns of thought with a proliferation of novel ideas. The KAI asks respondents to indicate how "easy" or "hard" it would be for them to present themselves to others consistently and for a long time in the ways described by the statements. The Inventory yields scores between 32 and 160, where a higher score indicates greater innovativeness and a lower KAI score indicates greater adaptiveness.

Data Analysis

Findings pertaining to each of the four hypotheses were generated through an analysis of variance (ANOVA) using the SPSSX system of data analysis (Norusis, 1983). Two-by-two ANOVAS were used, with organizational identification (OI)and perceived organizational innovativeness (PORGI) as independent variables, and Kirton Adaption-Innovation (KAI) as the dependent variable.

Scores for each of the independent variables had to be classified as low or high to fit the hypotheses model. No definitive cut points for low and high scores for the independent variables were found in the literature. Dividing in half the full scale of possible scores for the PORGI and OI instruments to get low and high ranges yielded empty cells or a singular matrix in the hypotheses model. Therefore, for each independent variable the actual range of scores obtained from subjects was used to get low and high score classifications to fit the hypotheses model. Those scores in the bottom half of the obtained ranges were identified as low, and those in the top half were identified as high. PORGI scores from 25-98 were classified as low, and scores from 99-125 were classified as high; OI scores from 41-68 were classified as low, and scores from 69-93 were classified as high to test the hypotheses.

For the dependent variable, the possible range of scores was divided in half to get adaptive and innovative means consistent with established Kirton Adaption-Innovation Inventory ranges. Scores at the bottom half of the scale ($\leq$96) were identified as adaptive, and the top half ($\geq$97) were identified as innovative to test the hypotheses.

Post hoc analyses using data from sworn officers only were conducted in order to obtain mean KAI results for the occupational group of law enforcement officers. Also, interactions between organizational identification and tenure in the department were analyzed through the use of ANOVAS and tables of mean KAI scores.

CHAPTER IV

RESULTS

The results of the data analyses are described in this chapter. First, the demographics of the organization will be reported, then the results of the statistical analyses by measures will be discussed. These results will provide the background for examining findings about the hypotheses.

Demographics

The organization in this study had a total of 68 employees. Of that total, 58 (85%) responded. The number of respondents in each division and their corresponding response rates are (a) uniformed patrol, 35 responses, 88%; (b) detective division, 11 responses, 85%; (c) support staff, 8 responses, 80%; and (d) administrative staff, 4 responses, 80%.

Employee ages ranged from 23-59 years old. The average age of the employees at the department was 37 years old; the median age was 36.5 years old; and the mode was 42 years old. The average ages by division were (a) uniformed patrol, 35 years old; (b) detective division, 36 years old; (c) support staff, 47 years old; and (d) administrative staff, 39 years old.

More than half the members of the organization had some college education (52%). The rest of the employees were equally divided between earning a high school diploma (24%) and completing a college degree (24%). The data are summarized in Table 1.

Table 1.

Level of Education by Division

	High School	Some College	College Degree
Uniformed Patrol	7	18	10
Detective Division	3	6	2
Support Staff	4	2	2
Administrative Staff	0	4	0
Totals:	14	30	14

Respondents had been employed at the department between one month and 21 years & 4 months. The mean for tenure in the department was 8 years & 8 months; the median was 7 years & 8 months; and the mode was 10 months. There were 12 employees (21%) who had been with the organization for one year or less. An additional 10 employees had been employed more than one year but less than five years. That made the less than five years group total 22 employees (38%). There were 10 people (17%) with at least five years but less than ten years with the department. Thirteen employees (22%) had worked at least ten years but less than fifteen years. The group with the longest tenure, fifteen years or more, totaled 13 employees (22%).

The breakdown of means for tenure in the department by division was (a) uniformed patrol, 8 years; (b) detective division, 12 years & 4 months; (c) support staff, 6 years; and (d) administrative staff, 10 years & 6 months.

Twenty-four people (41%) had been in their present position for one year or less. The average tenure for employees in their present position was 3 years & 10 months; the median was 2 years & 6 months; and the mode was 6 months. The breakdown by division of employee tenure in his/her present position was (a) uniformed patrol, 4 years & 1 month; (b) detective division, 3 years & 5 months; (c) support staff, 4 years & 10 months; and (d) administrative staff, 6 months.

Measurements

Kirton Adaption-Innovation (KAI)

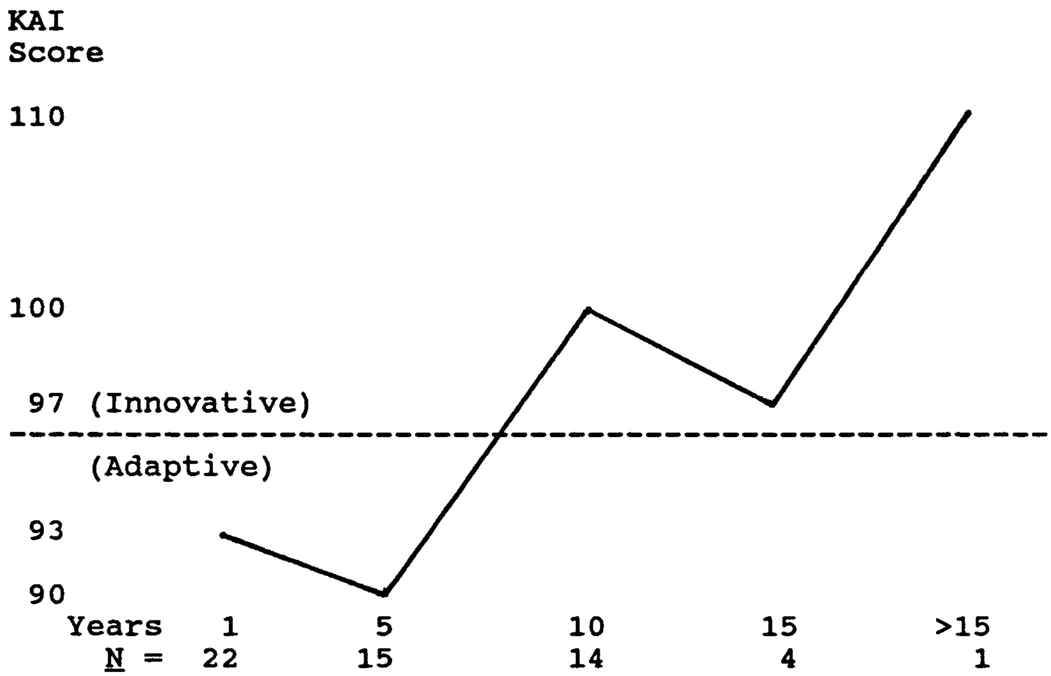
Two versions of the questionnaire had been administered to test whether the placement of the Kirton Adaption-Innovation Inventory would affect KAI scores. The order of the dependent variable instrument (KAI) on the questionnaire did not affect the adaptiveness-innovativeness score results. Whether placed before the perceived organizational innovativeness instrument (PORGI) or placed last, the resulting KAI means were consistent with one another (F = 1.25, n.s.).

<u>Age</u>. KAI scores up to 96 were categorized as adaptive; scores of 97 and above were categorized as innovative. The mean KAI score for the entire population in this study was 95, adaptive. By age, the 20-29 and 40-49 year old groups had the highest KAI mean, 96, still in the adaptive range. The lowest KAI was from the 50-59 year old group (KAI = 86). This mean was far below the means for other age groups which were at the top of the adaptive range.

<u>Tenure</u>. Organizational members with more than five years but less than ten years tenure reported the highest mean score on the Kirton Adaption-Innovation Inventory (KAI = 101). This score characterized the group as innovative. All other groups had a mean score in the adaptive range (KAI $\leq$ 96). The group with more than fifteen years at the department had a KAI mean score of 96, the highest score in the adaptive range. This indicated that some members scored in the innovative range (KAI $\geq$ 97) and that the group as a whole was a blend of adaptive and innovative individuals. The lowest mean score on the KAI inventory belonged to the group with less than five years in the department's employ (KAI = 84).

Employees with up to five years in their present position reported adaptive behaviors on the Kirton Adaption-Innovation Inventory (mean KAI = 90). After five years in their present position, KAI means increased into the innovative range. See Figure 4.

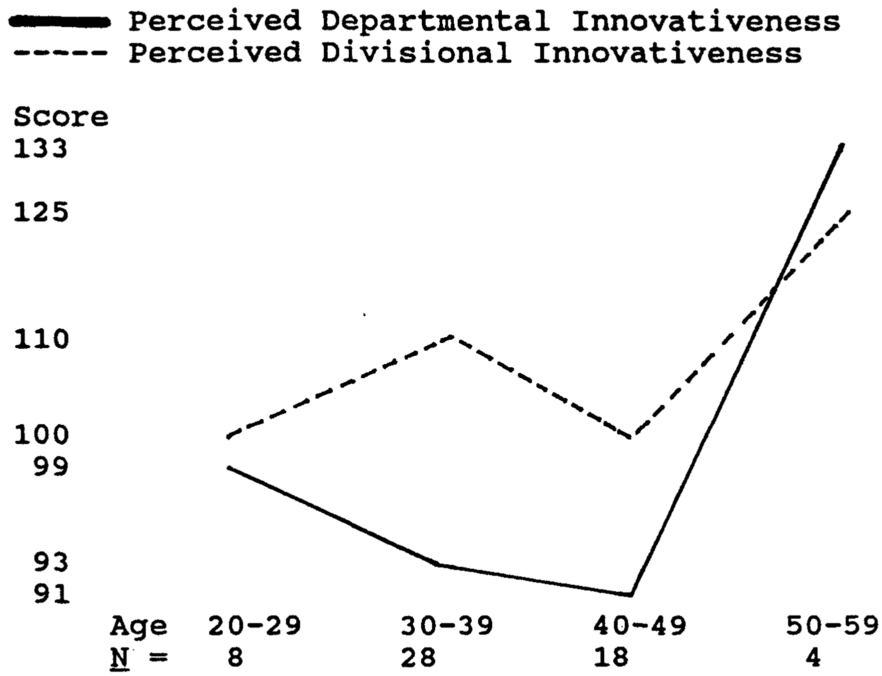
Figure 4. **Kirton Adaption-Innovation by Tenure in Position**



Perceived Organizational Innovativeness (PORGI)

Age. The oldest age group, the 50-59 year olds, had the highest perceived organizational innovativeness (PORGI) scores. This group scored a PORGI mean of 133 for innovativeness of the department and 125 for innovativeness of their own division. the 40-49 year old group scored the lowest mean for both departmental (PORGI = 91) and divisional (PORGI = 99) innovativeness. Overall, the means for the entire population on perceived innovativeness was higher at the divisional level (PORGI = 106) than the departmental level (PORGI = 96). See Figure 5.

Figure 5. **Perceived Organizational Innovativeness by Age**



Tenure. Employees with more than ten years but less than fifteen years tenure in the department perceived their own division to have the highest level of innovativeness (mean PORGI = 120). The next highest level of perceived divisional innovativeness was reported by members with more than fifteen years with the department (mean PORGI = 112). The group employed one year or less scored the next highest mean for perceived divisional innovativeness (PORGI = 105). Those with tenure of less than five years scored a mean PORGI of 95. Employees with more than five years but less than ten years of service had the lowest mean for perceived innovativeness of their division (PORGI = 87).

The group working in their present position for one year or less had the highest PORGI mean scores for both departmental innovativeness (PORGI = 110) and divisional innovativeness (PORGI = 114). This group consisted of new recruits and administrative staff who perceived the organization to be highly innovative. The group with more than ten years but less than fifteen years tenure in their present position scored the second highest mean on perceived innovativeness of the department (PORGI = 93). There emerged a pattern of decreasing perceptions of divisional innovativeness with longer tenure in the same position.

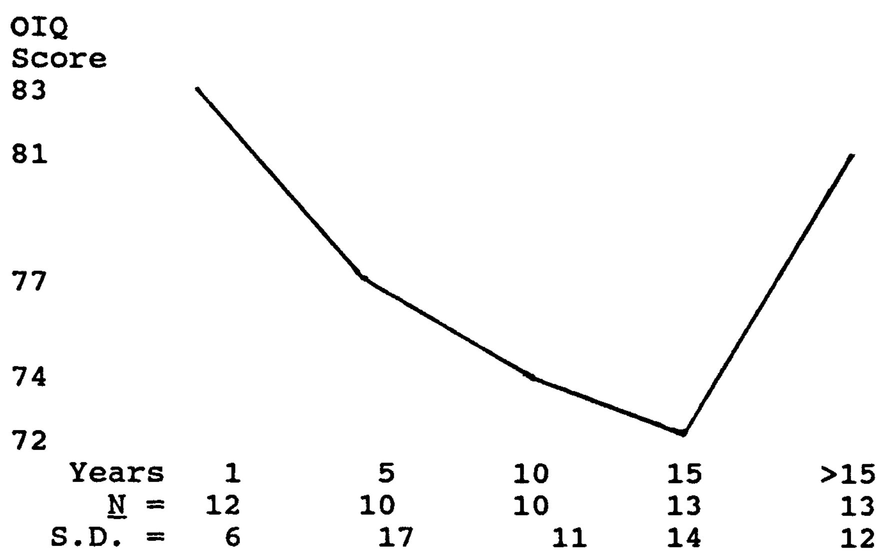
Organizational Identification (OI)

Age. The age group with the highest level of identification with the organization was the 50-59 year olds with a mean organizational identification (OI) score of 86. The age group with the lowest level of identification was the 40-49 year olds (mean OI = 75).

Tenure. A pattern of decreasing organizational identification with longer tenure in their present position emerged. Those working for one year or less in their present position had an OI mean of 85. That score got smaller with longer tenure, reaching its lowest level with fifteen years of service in a position (mean OI = 48).

Based on tenure in the department, employees who worked one year or less had the highest level of organizational innovativeness (mean OI = 83). Then the level of organizational identification decreased gradually the longer an employee worked at the department until fifteen years tenure (mean OI = 72). After that point there was a dramatic increase in the level of organizational identification (mean OI = 81), almost back up to the level scored by new organizational members. These results are presented in Figure 6.

Figure 6. Organizational Identification by Tenure in Department



Testing of the Hypotheses

Statistical correlations were run to determine if the measures in the study were correlated and the extent to which the variables were related. The variables were (a) Kirton adaption-innovation (KAI), (b) perceived organizational innovativeness at both the departmental (PORGI-Dept.) and divisional (PORGI-Divn.) levels, and (c) organizational identification (OI).

Perceived departmental innovativeness and perceived divisional innovativeness were significantly correlated (r = .75, $p < .01$). Both were measures of innovativeness, and the divisions were part of the larger department. Organizational identification was found to correlate with perceived organizational innovativeness at both the departmental (r = .78, $p < .01$) and divisional (r = .68, $p < .01$) levels.

Organizational identification (OI) and Kirton adaption-innovation (KAI) were correlated (r = -.28, $p < .05$). However, organizational identification (OI) and perceived organizational innovativeness (PORGI) were not correlated. See Table 2.

Table 2.

Correlation Matrix of Kirton Adaption-Innovation Perceived Organizational Innovativeness by Department and Division, and Organizational Identification

	KAI	PORGI-Dept.	PORGI-Divn.	OI
KAI	1.00			
PORGI-Dept.	.02	1.00		
PORGI-Divn.	-.24	.75**	1.00	
OI	-.28*	.68**	.78**	1.00

*$p < .05$ **$p < .01$

Multiple regressions were run to determine which variable or combination of variables best predict individual adaptiveness-innovativeness (KAI). The stepwise regression showed that the best predictor of adaptiveness-innovativeness was the scores of organizational identification and perceived divisional innovativeness combined (R^2 = .16). The combination of scores for organizational identification and perceived departmental innovativeness did not have a significant relationship to scores on the dependent variable, KAI. There was a significant relationship between scores measuring organizational identification and perceived divisional innovativeness (F = 4.85, p <.01). And, a significant relationship existed between adaptiveness-innovativeness scores and the scores for organizational identification and perceived divisional innovativeness together (p < .05).

Organizational identification (T = -3.11, p < .01) contributed only slightly more to predict adaptiveness-innovativeness than perceived divisional innovativeness (T = 2.21, p < .05). Combining scores for organizational identification and perceived divisional innovativeness (F = 4.85, p < .01) was a better predictor of adaptiveness-innovativeness than the score for organizational identification alone (F = 4.49, p < .05).

Based on the information provided by statistical analyses, the best measures to use as predictors of adaptiveness-innovativeness were organizational identification and perceived divisional innovativeness. So for all further analyses, scores for organizational identification were combined with perceived organizational innovativeness at the divisional level to determine individual adaptiveness-innovativeness.

Statistical analysis of variance (ANOVA) was run to check for interaction effects between the two independent variables. Organizational identification (OI) and perceived organizational innovativeness (PORGI) were found to have no significant interaction (F = .246, n.s.). Perceived divisional innovativeness did not have a significant difference between its low and high mean scores (F = 1.53, n.s.). Small sample size prohibits claims regarding significance, but the results suggest patterns of behavior and trends which impact upon organizational decision-making and problem solving. There was a significant difference (F = 7.03, p < .01) between the low and high mean scores for organizational identification, indicating this measure as a good predictor of adaptiveness-innovativeness.

Results of Hypotheses

Hypothesis One

Hypothesis One, which stated that individuals with low organizational identification and perceptions of low organizational innovativeness will be more innovative, was supported. When an analysis of variance was computed, the mean KAI score for individuals with low organizational identification and perceptions of low organizational innovativeness was 97. This score marked the bottom end of the innovative range (Figure 7).

<u>Figure 7</u>. **Results of Hypotheses**

		PERCEIVED ORGANIZATIONAL INNOVATIVENESS	
		LOW	**HIGH**
ORGANIZATIONAL IDENTIFICATION	**LOW**	INNOVATIVE KAI=97 (N=9) (H1: Innovative)	INNOVATIVE KAI=105 (N=1) (H2: Adaptive)
	HIGH	ADAPTIVE KAI=91 (N=13) (H3: Adaptive)	ADAPTIVE KAI=95 (N=32) (H4: Innovative)

<u>**Hypothesis Two**</u>

Hypothesis Two, which stated that individuals with low organizational identification and perceptions of high organizational innovativeness will be more adaptive, was not supported. When an ANOVA was computed, the KAI score for this quadrant of the hypotheses model was 105. Only one individual was in this category of low organizational identification and perceptions of high organizational innovativeness, and s/he reported more innovative behaviors (Figure 7).

Hypothesis Three

Hypothesis Three, which stated that individuals with high organizational identification and perceptions of low organizational innovativeness will be more adaptive, was supported by the result of a mean KAI of 91. Subjects with high organizational identification and perceptions of low organizational innovativeness reported more adaptive behaviors (Figure 7).

Hypothesis Four

Hypothesis Four, which stated that individuals with high organizational identification and perceptions of high organizational innovativeness will be more innovative, was not supported. The KAI mean score of 95 indicated that individuals with high organizational identification and perceptions of high organizational innovativeness reported that their behaviors were more adaptive. This quadrant of the hypotheses model had the greatest number of subjects, 32 our of 55 (Figure 7).

Post-Hoc Analyses

Because (a) initial results were computed using data from members of the entire department, and (b) a curvilinear relationship was found when tenure and organizational identification were analyzed, further analyses were conducted. As such, analyses of variance and tables of KAI means were computed (a) using only sworn officers, and (b) controlling for tenure in the department.

Sworn Officers

The general results of the hypotheses for the sample of sworn officers were the same as for the entire population. The mean KAI score for those in this group was 96, one point higher than the mean for the entire department sample. KAI mean scores for the hypotheses model were the same, except for the high OI/low PORGI quadrant which was two points higher, 93 instead of 91. See Figure 8.

Figure 8. Results of Hypotheses for Sworn Officers Only

		PERCEIVED ORGANIZATIONAL INNOVATIVENESS	
		LOW	**HIGH**
ORGANIZATIONAL IDENTIFICATION	**LOW**	INNOVATIVE KAI=97 (N=9) (H1: Innovative)	INNOVATIVE KAI=105 (N=1) (H2: Adaptive)
	HIGH	ADAPTIVE KAI=93 (N=10) (H3: Adaptive)	ADAPTIVE KAI=95 (N=28) (H4: Innovative)

Tenure

Less than five years. None of the hypotheses were supported with the group of sworn officers with less than five years tenure with the department. Results of the hypotheses for this group are presented in Figure 9.

Five to fifteen years. Three of the hypotheses were supported with this group of sworn officers with at least five but less than fifteen years tenure with the department. Results of the hypotheses for this group are presented in Figure 10.

Mean KAI scores for sworn officers in this group supported Hypotheses One, Three and Four. Hypothesis Two was the only hypothesis not supported. The one subject with low identification and perceptions of high organizational innovativeness reported innovative behaviors instead of adaptive behaviors.

More than fifteen years. Two of the hypotheses were supported with this group of sworn officers with more than fifteen years tenure with the department. The results of the hypotheses for this group are presented in Figure 11.

The two hypotheses supported by results from this group are the same ones supported by those of (a) the general population and (b) sworn officers. Hypotheses One and Three were supported.

No subjects were in the Hypothesis Two quadrant with low identification and high perceived organizational innovativeness. Eight out of twelve subjects in this tenure group fell in the Hypothesis Four quadrant and had high organizational identification and perceptions of high organizational innovativeness. The mean KAI for this group was 95, and so the result did not support Hypothesis Four.

The KAI score of 95, however, fell in the upper adaptive range, not far from the innovative range beginning at the KAI score of 97.

Figure 9. Results of Hypotheses for Sworn Officers With Less Than Five Years Tenure

PERCEIVED ORGANIZATIONAL INNOVATIVENESS

ORGANIZATIONAL IDENTIFICATION		**LOW**	**HIGH**
	LOW	ADAPTIVE KAI=86 (N=3) (H1: Innovative)	--- (H2: Adaptive)
	HIGH	INNOVATIVE KAI=99 (N=4) (H3: Adaptive)	ADAPTIVE KAI=92 (N=8) (H4: Innovative)

Figure 10. Results of Hypotheses for Sworn Officers With Five to Fifteen Years Tenure

PERCEIVED ORGANIZATIONAL INNOVATIVENESS

ORGANIZATIONAL IDENTIFICATION		**LOW**	**HIGH**
	LOW	INNOVATIVE KAI=102 (N=5) (H1: Innovative)	INNOVATIVE KAI=105 (N=1) (H2: Adaptive)
	HIGH	ADAPTIVE KAI=92 (N=3) (H3: Adaptive)	INNOVATIVE KAI=98 (N=12) (H4: Innovative)

<u>Figure 11</u>. Results of Hypotheses for Sworn Officers With More Than Fifteen Years Tenure

		PERCEIVED ORGANIZATIONAL INNOVATIVENESS	
		LOW	**HIGH**
ORGANIZATIONAL IDENTIFICATION	**LOW**	INNOVATIVE KAI=110 (N=1) (H1: Innovative)	--- (H2: Adaptive)
	HIGH	ADAPTIVE KAI=87 (N=3) (H3: Adaptive)	ADAPTIVE KAI=95 (N=8) (H4: Innovative)

CHAPTER V

DISCUSSION

The purpose of this study was to determine the effects of organizational identification and perceived organizational innovativeness upon the adaptive and innovative behaviors of employees. In this chapter some unique characteristics about the organization and its members will be discussed. Theoretical and practical implications of the study and contributions to the field of organizational communication will be highlighted. Next, limitations will be considered. Directions for future research will be suggested and a brief final summary will conclude this report.

Summary of Findings

Entire Population

The findings for the entire population in this study supported two of four hypotheses. Hypothesis One, which stated that individuals with low organizational identification and perceptions of low organizational innovativeness will be more innovative, was supported. Hypothesis Three was supported also, and it stated that individuals with high organizational identification and perceptions of low organizational innovativeness will be more adaptive. The two hypotheses which were not supported were Hypothesis Two and Hypothesis Four. The one individual in quadrant two of the hypotheses model with low organizational identification and perceptions of high organizational innovativeness was more innovative. Individuals with high organizational identification and perceptions of high organizational innovativeness in quadrant four of the hypotheses model were more adaptive.

Sworn Officers

Results of analyses for all sworn officers were consistent with results for the entire population of the department. Findings showed that tenure in the department affected the adaptive and innovative behaviors of employees. With the exception of the group of sworn officers with less than five years tenure with the department, there were some consistent results for the following groups: (a) all sworn officers, (b) officers with more than five but less than fifteen years tenure, and (c) officers with more than fifteen years tenure. Data from all of these groups supported Hypothesis One which stated that individuals with low organizational identification and perceptions of low organizational innovativeness will be more innovative. Data from these groups also supported Hypothesis Three which stated that individuals with high organizational identification and perceptions of low organizational innovativeness will be more adaptive.

In addition to the two supported hypotheses mentioned above, results for sworn officers with more than five but less than fifteen years tenure supported another hypothesis. The third hypothesis supported by the data for this group was Hypothesis Three which stated that individuals with high organizational identification and perceptions of low organizational innovativeness will be more adaptive.

Implications and Contributions

The findings in this study have theoretical and practical implications. This study contributed information on relationships between organizational identification, perceived organizational innovativeness and the Kirton adaption-innovation theory. From this information came implications and contributions on (a) the hypotheses and the effects of tenure, (b) the average KAI score for established law enforcement officers, (c) the effects of tenure on organizational identification, and (d) a shift in target of identification for law enforcement officers. This section will begin with a discussion of theoretical implications and contributions and then look at the practical implications that can be used for managing organizations.

Theoretical Implications and Contributions

The hypotheses. The hypotheses represented relationships between organizational identification, perceived organizational innovativeness, and the Kirton adaption-innovation theory which had not been explored previously. Analyses done by controlling for tenure in the department revealed that new recruits and established officers had different KAI results. Findings for new recruits did not support any of the hypotheses. The findings for established officers, however, supported three of the four hypotheses. This difference in KAI score results suggested that change occurred in the problem solving and decision-making style of new recruits as their tenure increased.

Average KAI scores. Increasing KAI scores after five years tenure at both the departmental and divisional levels suggested that the law enforcement agency in this study preferred an innovative approach to problem solving and decision-making. Hayward and Everett (1983) found that at five years tenure staff is socialized into the organization and behaviors begin to reflect the organization's preferred mode of operation.

According to Kirton (1985b), new recruits, after a number of years, will have a mean KAI score much the same as those who have been employed longer with an organization. He explained that people who score close to the group mean are more likely to remain an employee with the organization than those who are not so close.

It is important to note that this study looked at new recruits and those who stayed with the organization. It was not a longitudinal study of the same individuals at tenure intervals.

Kirton (1985b) has pointed out that average scores on his adaption-innovation scale for occupational groups was meant to characterize established members of groups. Officers with five or more years tenure fit that criteria, and the problem solving and decision-making style of these established law enforcement officers was characterized as innovative.

Researchers Kirton and McCarthy (1988) found that occupational groups tend to have skewed distributions according to whether the demand of the job were more suited to an adaptive or innovative style. Average Kirton adaption-innovation inventory scores obtained from law enforcement professionals in this study determined an average KAI score for law enforcement officers. Comparisons now can be made with average KAI scores found for other occupational groups (Kirton, 1985b). The mean KAI score for established law enforcement officers was 97. Table 3 highlights where the average KAI score for law enforcement officers is located in comparison to other occupational groups.

A comparison of KAI average scores showed that the average for law enforcement officers was one point higher than the score for the general population. It matched the average score at the higher end of the range found for teachers and general managers. Teachers, managers and law enforcement officers all work with people and are at the interface of their department and the outside world.

The average KAI score for law enforcement officers fell about half-way between the average score for accountants and the average score for research and development project teams. This made sense since research has found that occupational groups tend to have average KAI scores according to the demands of the job (Kirton & McCarthy, 1988). Accountants work in a system within which answers to problems can be found, and so they behave adaptively. Research and development project teams are charged with developing new ideas which require thinking and behaving innovatively. Law enforcement officers meet the demands of their job by exhibiting mid-range and innovative behaviors.

Table 3.

Average KAI Scores for Different Occupational Groups

SCORE	SAMPLE	FROM
80-90	Bank Managers, Civil Servants, Accountants	U.K., U.S.A., Italy, Canada, Singapore, Australia
80-90	"Line Managers" including: manufacturing, plant and production managers; accounts supervisors; machine superintendents	U.K., U.S.A., Italy, Canada, Singapore, Australia
95-96	General population	U.K., U.S.A., Italy
94-97	Teachers	U.K., U.S.A.

(table continues)

SCORE	SAMPLE	FROM
95-97	Managers generally	U.K., U.S.A., Italy, Singapore, Canada
97	**Law Enforcement Officers**	**U.S. (this study)**
100-110	"Non-line" managers including marketing, finance, planning, personnel, O.D. consultants	U.K., U.S.A., Italy, Canada, Singapore
101-103	R & D managers	U.K., U.S.A
112-115	R & D managers special project teams	U.K., U.S.A., Canada

Source: Adapted from Kirton (1985b).

The effects of tenure on organizational identification. Measures of organizational identification for officers grouped by tenure in the department revealed some interesting outcomes. Figure 6 illustrated the results. The standard deviation for the group of officers with tenure of one year or less was 6, indicating that the organizational identification scores for these subjects were distributed within a narrow range. When organizational identification had decreased dramatically by five years tenure with the department, the standard deviation became almost three times as large and remained two to three times as large throughout tenure.

These findings indicated that new recruits were consistent in reporting their level of organizational identification; their responses fell within a narrow range of scores. By five years tenure, however, the perceptual measure of OI became less consistent and was distributed within a wider range. This could have been the result of individuals having different experiences during the first five years which impacted upon their sense of membership and similarity with the department. Ideas about professional and personal successes as a law enforcement officer were probably considered. Some may have seen little change from their original perception of the organization's goals and values and reported higher levels of organizational identification. Others may have seen differences and were disappointed with their new realities and so reported lower levels of organizational identification.

Results of this study showed that new members were highly identified but that organizational identification declined rapidly. There is a parallel between this particular finding and the result of a study on police socialization by Van Maanen (1975). The police socialization study indicated that recruits entered the department highly motivated and committed to their newly-adopted organization. However, their motivational attitudes declined swiftly, just as organizational identification was shown to do in this present study.

The Van Maanen study (1975) presented evidence suggesting that the less motivated patrol officers were perceived by their supervisors as better police officers than their more motivated peers. The researcher's findings denoted the speedy and powerful character of the police socialization process resulting in a final perspective which stressed a "lay low, don't make waves" approach to urban policing. Those findings could help explain the decrease in identification reported by officers in this study with five or more years of tenure.

The expected trend is for organizational identification to increase over time as members become socialized and develop the process of identification with the organization (Cheney, 1983a, 1983b; Cheney & Tompkins, 1987; Tompkins & Cheney, 1985). In this study, however, it was those members with the shortest tenure, one year or less, who scored the highest on the organizational identification questionnaire. This suggested a different target of identification instead of the department in which the new recruits were working.

A shift in target. Because it was the new recruits who reported high identification, the target of identification may have been a unit other than the department which recently hired the officers. A change in levels of identification by officers with longer tenure suggested that there may have been a shift in the target of identification. Perhaps new recruits entered the law enforcement field highly identified with the profession of law enforcement rather than the actual department in which they were employed. This high identification may have been attributed to messages communicated to the public about law enforcement through media such as movies and television. A type of unobtrusive control (Bullis & Tompkins, 1989) had affected the perceptions of new recruits about the shared goals and values with the law enforcement profession.

Also, new recruits were mandated an initiation into the profession through training at the law enforcement academy. During that training the focus was on developing exemplary skills and attitudes deemed necessary for success in the law enforcement profession. Initial training, then, targeted identification with the profession rather than identification with the employing organization. These early factors contributed to the new recruits perception of self and the profession, but the initiation process did not develop the officer's identification with the particular agency.

Research has shown that after five years employees are socialized into the organization (Hayward & Everett, 1983). So after five years of service, identification may shift from the law enforcement profession to the actual department in which the employee is working. The subjects in this study indicated a decrease in organizational identification at five years of service, and organizational identification decreased even further until fifteen years tenure. Then after fifteen years tenure, identification with the department increased almost to the level indicated by new recruits.

This late increase in organizational identification may have occurred because of several reasons. The prospect of soon retiring with twenty years of service could create benevolent feelings toward the organization. The likelihood of the organization contributing financially to the individual after retirement could cause officers to view the organization as one which cares about its employees. A history of events throughout a career and the sense of accomplishment for having survived due to supports from the department could help create stronger identification with the organization.

For some, promotions and advancement could enhance organizational identification later in a career. Some of Cheney's (1983b) strategies to promote organizational identification may become more prevalent in later years. Recognition of individual contributions are often cited by the administration and shared values are espoused. Praise from members of the organization as well as outsiders also contribute to increased organizational identification which the longest-tenured employees may enjoy.

Practical Implications and Contributions

Promoting organizational identification. The data revealed a decrease in organizational identification at five years tenure. It may be advisable to look at ways to sustain identification and prevent the loss of initial high identification. Identification involves "feelings of similarity, belonging, and membership" (Bullis & Bach, 1989, p. 275). The initiation process could be extended to include the building of organizational identification with the particular employing agency. To sustain initial high identification and enjoy its benefits, organizations need to build on similarity, belonging and membership while communicating organizational expectations. By so doing, employees can make individual job-related decisions based upon the practices and values most preferred by the organization (Bullis & Bach, 1991; Simon, 1976).

As members identify more strongly with the organization and its values, the organization becomes as much a part of the member as the member is a part of the organization. Members think in organizational terms and experience autonomy while making organizationally preferred decisions (Cheney & Tompkins, 1985).

A law enforcement officer's move toward identification can be promoted and encouraged by the organization in a number of ways. Organizations can influence members through oral messages from management; with professional bulletins and handbooks; in labor negotiations; by offering an array of benefits and services; and through personnel selection, socialization, training and promotion. A law enforcement agency communicates persuasively with other organizations and the public through public relations efforts, testimony, and issue advocacy such as the campaign against drunk driving, the war on drugs, and seat belt safety. These positive efforts by the organization can help preserve and promote organizational identification (Cheney, 1983b).

Taking advantage of adaptive and innovative approaches. Attention is turned now from promoting and benefiting from organizational identification to taking advantage of different styles of problem solving and decision-making available within the department. The data suggested that both adaptive and innovative behaviors are desireable. The KAI scores from respondents in this study demonstrated that the organization had both adaptors and innovators, along with individuals who were middle scorers. Middle scorers posses a blend of adaptive and innovative problem solving and decision-making skills. And in teams, middle scorers can more easily act as "bridgers," forming the consensus group and getting the best (if skillful) out of clashing extreme scorers (Kirton, 1976). For optimum results, managers should understand the situation and the problem solving and decision-making styles of individuals involved.

Having both adaptors and innovators in the organization can be a very positive characteristic for the organization. As described by Vicere (1987), there are times when one or the other style of problem solving and decision making is more appropriate. An organization with members possessing a blend of adaptive and innovative behavioral skills can get optimum results by applying either adaptive or innovative behaviors in particular situations. It would be helpful to train managers to identify whether an adaptive or innovative solution or approach would be most beneficial in particular situations.

Adaptive behavior tends to be more advantageous in the following situations: 1) toward the end of a project to facilitate completion, and 2) when a lower budget prohibits the allocation of funds for new projects. Innovative behaviors tend to be more advantageous in the following situations: 1) when the same problems reoccur, 2) when a crisis must be addressed immediately, 3) when new project or problem perspectives are explored, and 4) when time allows members to pursue their own ideas which tends to make a project their own (Vicere, 1987).

Hence, both adaptive and innovative styles can be beneficial to an organization. Many of the officers in this study possessed a blend of skills for adaption and innovation. This was a good match between individuals and the organization since the mission and role of the department required both types of skills. To enforce local, state and federal laws requires operating within established rules. At the same time, law enforcement officers are at the interface of the organization and the public, and research has shown that people at the interface need to be innovative (Kirton, 1982).

Focusing on training and diffusion of innovations. Most members of the organization had socially desireable high identification and perceptions of high organizational innovativeness. Organizational identification was most closely related to divisional innovativeness. Since interactions with the organization occurs most often at the divisional level, this is an advantage when trying to promote organizational identification and perceptions of organizational innovativeness. This is convenient, also, because training by division would be training by job function. Divisional communications could be designed to promote perceived organizational innovativeness and organizational identification.

High levels of organizational identification and perceived organizational innovativeness at the divisional level have an implication, also, for the diffusion of innovations. It may be advantageous to introduce new procedures or practices at the divisional level rather than at the larger departmental level. Identification with the value of innovation at the departmental level would indicate a greater willingness by members to accept, or at least be open to, the introduction of new ideas and ways of doing things.

Identification is directed toward the organization but has its source within the individual (Burke, 1969). If the officer accepts the values and goals of the organization as his/her own, then the interests of the officer and the organization will overlap or coincide. The officer makes contributions through making decisions consistent with the organization's interests. According to Burke (1969). an individual who is inclined to identify with an organization will be open to persuasive efforts from within that organization.

Limitations

Subjects and Data Analyses

The sample size was small due to the population of the city. This was a limitation because results had to be computed based on small numbers of subjects in some quadrants of the hypotheses model. Because scores obtained from the questionnaires were generally clustered and were not distributed throughout the entire range of possible scores, some methods of classifying low and high scores for the analyses of variance resulted in empty cells. Attempts to test extremely high and low scores were not possible. Another consequence of narrow ranges was that for some analyses there was no significant difference between low and high levels of organizational identification and perceived organizational innovativeness. The method of dividing low and high scores was limited by the data.

Questionnaires

The organizational identification questionnaire, the perceived organizational innovativeness scale, and the Kirton Adaption-Innovation Inventory are all perceptual measures. Respondents might have related inferences about their own actions to attributions about how things happen in the organization and why. According to Heider's (1958) theory of cognitive consistency, also called cognitive balance theory, a person's self perception is attributed to the organization. This would seem logical, especially if the person is highly identified. According to Littlejohn (1983), the perceiver aligns meanings in such a way that causal attribution makes logical sense. The attribution process becomes integrated and consistent.

In responding to the questionnaire, subjects may have balanced what s/he perceived the organization to expect and how s/he behaved. Consistently throughout every group and subgroup studied, the majority of subjects had high organizational identification and perceptions of high organizational innovativeness. In our society innovation is valued as a positive characteristic. To view our organization as innovative and to share that value as individuals projects the most socially desireable position. Perhaps an independent measure of whether an organization is adaptive or innovative would eliminate this possible limitation.

Directions for Future Research

Subjects and Organization

Further testing of the hypotheses using different populations is suggested to learn more about how organizational identification and perceived organizational innovativeness impact upon the adaptive and innovative behaviors of employees. Results of this study provide a basis for comparing mean scores for organizational identification, perceived organizational innovativeness, and Kirton adaption-innovation in future studies.

Comparative studies can be conducted with a similar organization in a highly populated city. For example, a similar study could be done with a law enforcement agency in San Francisco to provide results for a larger organization in a metropolitan area. Members in a large organization may provide responses with a wider range of scores. A study with a law enforcement agency in a small midwestern community could provide other useful information and additional data regarding law enforcement agencies in small cities. Studies conducted on different types of organizations (e.g., bank, computer company, government office) would provide comparative data for possible generalization across diverse organizations.

Instruments

The use of an independent measure of organizational innovativeness, such as the number of innovations adopted and the rate of adoption, would define whether the organization being studied is innovative. Perceptual measures from the three instruments in this study would then have an independent base for comparing future results. Generalizations about employee perceptions could then be constructed for two types of organizations, innovative and non-innovative units.

Investigating the relationship between organizational identification and tenure with different types of organizations and occupational groups would test further the curvilinear relationship uncovered by the present study. Related future research could focus on the targets of identification and the processes which occur as identification is refocused away from the profession and onto the actual work unit.

Summary

In this study organizational identification, perceived organizational innovativeness and the Kirton Adaption-Innovation Theory have been converged. The research was conducted to determine the effects of organizational identification and perceived organizational innovativeness on the adaptive and innovative behaviors of employees. Answers were found, and new questions were generated.

The research was valuable because findings extended organizational identification theory by examining the effects of tenure on organizational identification and directing attention to a shift in organizational identification targets. The research contributed to the existing body of knowledge pertaining to perceived organizational innovativeness and the Kirton Adaption-Innovation Theory. Finally, the study provided a beginning toward a general theory by defining relevant terms and identifying a new perspective for understanding key aspects of organizational communication.

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APPENDIX A

Behavioral Descriptions of Adaptors and Innovators

BEHAVIORAL DESCRIPTIONS OF ADAPTORS AND INNOVATORS

A D A P T O R	I N N O V A T O R
Characterized by precision, reliability, efficiency, methodicalness, prudence, discipline, conformity.	Seen as undisciplined, thinking tangentially, approaching tasks from unsuspected angles.
Concerned with resolving problems rather than finding them.	Could be said to discover problems and discover avenues of solution.
Seeks solutions to problems in tried and understood ways.	Queries problems' concomitant assumptions; manipulates problems.
Reduces problems by improvement and greater efficiency, with maximum of continuity and stability. as	Is catalyst to settled groups, irreverent of their consensual views; seen abrasive, creating dissonance.
Seen as sound, conforming, safe, dependable. often	Seen as unsound, impractical; shocks his opposite.
Liable to make goals of means.	In pursuit of goals treats accepted means with little regard.
Seems impervious to boredom, seems able to maintain high accuracy in long spells of detailed work.	Capable of detailed routine (system maintenance) work for only short bursts. Quick to delegate routine tasks.
Is an authority within given structures.	Tends to take control in unstructured situations.
Challenges rules rarely, cautiously, when assured of strong support.	Often challenges rules, has little respect for past custom.
Tends to high self-doubt. Reacts to criticism by closer outward conformity. Vulnerable to social pressure and authority; compliant.	Appears to have low self-doubt when generating ideas, not needing consensus to maintain certitude in face of opposition.
Is essential to the functioning of the institution all the time, but occasionally needs to be "dug out" of his system.	In the institution is ideal in unscheduled crises, or better still to help to avoid them, if he can be controlled.

Source: Kirton, Michael J. (1976). Adaptors and innovators: A description and measure. Journal of Applied Psychology, 61, 622-629.

APPENDIX B

Vicere's KAI Ranges

Vicere's KAI Ranges

Self Descriptions

The following descriptive phrases were offered by program participants who had KAI scores in a range which included your score.

KAI Range: 32-Adaptive --- 58-Adaptive

Advantages	Disadvantages
Can handle emergencies	Narrow minded
Can adapt automated systems as tools	Short sighted
Uses cheat sheets	Not a gambler
Likes stress to create time frame	Appears unapproachable
Analytical	Seen as intense
Tries to fit things into current structure	Seen as too applied--not theoretical

KAI Range: 59-Adaptive --- 67-Adaptive

Advantages	Disadvantages
Maintains sense of order and calm	Accepts rather than challenges
Perfectionist	Fear of voicing new ideas
Team worker	Resistant to change
Peacemaker	Needs all the facts
Adds stability	Analyzes problem too much
Practical	Wastes time organizing
Supportive and sensitive to subordinates	Doesn't "rock the boat"

KAI Range: 68-Adaptive --- 75-Adaptive

Advantages	Disadvantages
Structured	May be closed minded
Task-oriented	Wants it done own way
Targeted	Ideas not too original
Likes to gather all the facts	

KAI Range: 76-Adaptive --- 85-Adaptive

Advantages	Disadvantages
More efficient	Low profile
Maximizes available resources	May hinder innovation
Looks for ways to improve things	

KAI Range: 86-Adaptive --- 93-Adaptive

Advantages	Disadvantages
Reliable	Tends to stifle others
Stable	Little originality
Finds solutions quickly	Dependent on structure
More consistent	Turns off suggestions
Sensitive to what is going on	Slows down new approaches

KAI Range: 94-Adaptive --- 99-Innovative

Advantages	Disadvantages
Can see both sides	Lacks commitment
Flexibility	Indecisive
Goal oriented	Not enough risk taking
Structure	Non-originator
Security	Lack of imagination
Continuity	Stagnation
Dependability	Less long-term visibility
Trust	Bottlenecks
Probability of success	Cannot function in unstructured situations
Once a project is finished, can easily move on to another and leave the previous one behind	

KAI Range: 100-Innovative --- 105-Innovative

Advantages	Disadvantages
Translators	
Honest Brokers	
Facilitators	
Summarizers	
Balancers	
Mentor	
Climate controller	
Integrated	
Well-rounded	
Versatile	
Sensitive	
Highly employable	

KAI Range: 106-Innovative --- 116-Innovative

Advantages
- Positive thinkers
- Self-satisfied
- Calculated risk-takers
- Food facilitators
- Good political position
- Tolerant of extremes
- Good team players
- "Inno-daptive"
- Fingers in many pies
- Networking gadflies
- Little Boredom
- Synthesis of paradox
- Sensitive
- Empathic

Disadvantages
- Perceived as the mean
- Low tolerance for boredom
- Can see ambiguity of it all
- Own needs often left out
- Caught in middle when balancing
- Insist on consensus

KAI Range: 117-Innovative --- 125-Innovative

Advantages
- Can manipulate an adaptive structure
- Can be perceived as team member and slip in innovations
- High probability of innovative ideas having practical application
- Flexible
- Scientific facilitator
- Functional creativity
- Likes real world problems

Disadvantages
- Determine own agenda which may not be relevant to the organization's agenda
- Difficult to communicate with people at both ends
- High status competition
- Only person in office with a messy desk
- Impatience
- Built-in logic
- Low tolerance for adaptors

KAI Range: 126-Innovative --- 137-Innovative

Advantages

Easy to get noticed in big organizations
Easy to get along with people below
Can amuse self
Will work day and night on a problem
Starts many projects
Optimistic
Impatient
Role of pragmatic transformer
Redefine limits
Energy hungry
Fast track
Higher levels of risk
Mood swings
Opportunity to work on cutting edge
"Ain't no income we can't live beyond"
Goal accomplishment orientation

Disadvantages

Hard to get positive recognition in big organizations
Gets stuff stolen by bosses
Will work on a problem day and night to detriment of other relationships
Too many of us get nothing done
Not interested in small tasks
Stops once the end is seen
Must learn to communicate with others
Impatience
Stubborn
Frustrated
Hate to translate thoughts into written words

KAI Range: 138-Innovative --- 160-Innovative

Advantages

Fun and adventure
Change
Openness
Sense of humor
Sarcasm-punsters
Wrongness OK
High energy
Love nature
Perseverance
Emotional
Driven
Intuitive
Likes people
Self starters
Easy idea flow
Improvise readily
Welcomes problems, puzzles
Learned to survive

Disadvantages

Too flexible
Too much variety
Bored too easily
Taking on too much
Contempt for bureaucracy
Impatient
Over critical
Emotional
Hasty
Hate structure/red tape
Frequently bored
Hate to be told "how to"
Some procrastination
Hate details
Sometimes forced to act
Disorder/messy
Loses things

APPENDIX C

Questionnaire
Version I

Research Questionnaire

(Please answer all of the questions.)

PART I: BACKGROUND INFORMATION

The following questions will provide information about your background. This information is needed so I can group responses to make comparisons.

1. **What is your age?** _____ years

2. **How long have you worked for the Missoula City Police Dept.?**

   ____ years and _____ months

3. **What shift do you work?**

   (1)____ early morning (2) ____ day (3) ____ night

4. **In what division do you work?**

   (1) ____ uniformed patrol (2) ____ detective division

   (3) ____ support staff (4) ____ administrative staff

5. **What is your job classification/rank?**

   (1) ____ administrative staff (2) ____ shift commander

   (3) ____ patrolman (4) ____ support staff

6. **How long have you been in your present position?**

   ____ years and _____ months

7. **What is your level of education?**

   (1) _____ high school diploma (2) _____ some college (3) _____ college degree

PART II: In responding to these first 15 questions below, please consider yourself as you relate to the Missoula City Police Department. Circle your response to each question.

The responses are:

YES! I agree very strongly with the statement.

YES I agree strongly with the statement.

yes I agree with the statement.

? I neither agree nor disagree with the statement

no I disagree with the statement.

NO I disagree strongly with the statement.

NO! I disagree very strongly with the statement.

1. In general, the people employed by the Missoula Police Dept. are working toward the same goals.

YES! YES yes ? no NO NO!

2. I am proud to be an employee of this department.

YES! YES yes ? no NO NO!

3. I often describe myself to others by saying, "I work for the Police Dept." or "I am from the Police Dept."

YES! YES yes ? no NO NO!

4. I try to make on-the-job decisions by considering the consequences of my actions for the department.

YES! YES yes ? no NO NO!

5. I talk up the Missoula Police Dept. as a great organization to work for.

YES! YES yes ? no NO NO!

6. In general, I view the department's problems as my problems.

YES! YES yes ? no NO NO!

7. I become irritated when I hear others outside the Missoula Police Dept. criticize the department.

YES! YES yes ? no NO NO!

8. I have warm feelings toward the Missoula Police Dept. as a place to work.

YES! YES yes ? no NO NO!

9. **I feel that the department cares about me.**

YES! YES yes ? no NO NO!

10. **I have a lot in common with others employed by the Missoula Police Dept.**

YES! YES yes ? no NO NO!

11. **My association with the Police Dept. is only a small part of who I am.**

YES! YES yes ? no NO NO!

12. **I find that my values and the values of the department are very similar.**

YES! YES yes ? no NO NO!

13. **I feel very little loyalty toward the Missoula Police Dept.**

YES! YES yes ? no NO NO!

14. **I find it easy to identify myself with the Missoula Police Department.**

YES! YES yes ? no NO NO!

15. **I really care about the fate of the Missoula Police Dept.**

YES! YES yes ? no NO NO!

NOTE: Parts III and IV include the same questions, but Part III asks you to consider your view of the Missoula City Police Department as a whole; Part IV asks you to consider your view of the specific division that you work for.

PART III: In responding to the next 25 questions below, please consider your view of the Missoula City Police Department. Circle your response for each question.

The Missoula City Police Department is:

1. **Cautious about accepting new ideas.**

YES! YES yes ? no NO NO!

2. **A leader among other organizations.**

YES! YES yes ? no NO NO!

3. **Suspicious of new ways of thinking.**

YES! YES yes ? no NO NO!

4. **Very inventive.**

YES! YES yes ? no NO NO!

5. **Often consulted by other organizations for advice and information.**

YES! YES yes ? no NO NO!

6. **Skeptical of new ideas.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

7. **Creative in its method of operation.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

8. **Usually one of the last of its kind to change to a new method of operation.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

9. **Considered one of the leaders of its type.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

10. **Receptive to new ideas.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

11. **Challenged by unsolved problems.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

12. **Follows the belief that "the old way of doing things is the best."**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

13. **Very original in its operational procedures.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

14. **Does not respond quickly enough to necessary changes.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

15. **Reluctant to adopt new ways of doing things until other organizations have used them successfully.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

16. **Frequently initiates new methods of operation.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

17. **Slow to change.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

18. **Rarely involves employees in the decision making process.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

19. **Maintains good communication between supervisors and employees.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

20. **Influential with other organizations.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

21. **Seeks out new ways to do things.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

22. **Rarely trusts new ideas and ways of functioning.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

23. **Never satisfactorily explains to employees the reasons for procedural changes.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

24. **Frequently tries out new ideas.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

25. **Willing and ready to accept outside help when necessary.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

PART IV: In responding to the next set of questions, consider your view of the specific division you work for.

The <u>division</u> I work for is:

1. **Cautious about accepting new ideas.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

2. **A leader among other organizations.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

3. **Suspicious of new ways of thinking.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

4. **Very inventive.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

5. **Often consulted by other organizations for advice and information.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

6. **Skeptical of new ideas.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

7. **Creative in its method of operation.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

8. Usually one of the last of its kind to change to a new method of operation.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

9. Considered one of the leaders of its type.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

10. Receptive to new ideas.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

11. Challenged by unsolved problems.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

12. Follows the belief that "the old way of doing things is the best."

<u>YES!</u> YES yes ? no NO <u>NO!</u>

13. Very original in its operational procedures.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

14. Does not respond quickly enough to necessary changes.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

15. Reluctant to adopt new ways of doing things until other organizations have used them successfully.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

16. Frequently initiates new methods of operation.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

17. Slow to change.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

18. Rarely involves employees in the decision making process.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

19. Maintains good communication between supervisors and employees.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

20. Influential with other organizations.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

21. Seeks out new ways to do things.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

22. **Rarely trusts new ideas and ways of functioning.**

YES! YES yes ? no NO NO!

23. **Never satisfactorily explains to employees the reasons for procedural changes.**

YES! YES yes ? no NO NO!

24. **Frequently tries out new ideas.**

YES! YES yes ? no NO NO!

25. **Willing and ready to accept outside help when necessary.**

YES! YES yes ? no NO NO!

PART V: In responding to this final set of questions, consider how easy or difficult it is to present yourself consistently over a long period of time.

The responses are:

HARD! I find it very difficult to present myself this way over a long period of time.

Hard I find it difficult to present myself this way over a long period of time.

? I find it neither difficult nor easy to present myself this way over a long period of time.

Easy I find it easy to present myself this way over a long period of time.

EASY! I find it very easy to present myself this way over a long period of time.

1. **A person who is patient.**

HARD! Hard ? Easy EASY!

2. **A person who conforms.**

HARD! Hard ? Easy EASY!

3. **A person who when stuck will always think of something.**

HARD! Hard ? Easy EASY!

4. **A person who enjoys detailed work.**

HARD! Hard ? Easy EASY!

5. **A person who would sooner create something than improve it.**

HARD! Hard ? Easy EASY!

6. **A person who is prudent when dealing with authority or general opinion.**

HARD! Hard ? Easy EASY!

7. **A person who never acts without proper authority.**

HARD! Hard ? Easy EASY!

8. **A person who never seeks to bend (much less break) the rules.**

HARD! Hard ? Easy EASY!

9. **A person who likes bosses and work patterns which are consistent.**

HARD! Hard ? Easy EASY!

10. **A person who holds back ideas until they are obviously needed.**

HARD! Hard ? Easy EASY!

11. **A person who has a fresh perspectives on old problems.**

HARD! Hard ? Easy EASY!

12. **A person who likes to vary set routines at a moment's notice.**

HARD! Hard ? Easy EASY!

13. **A person who prefers changes to occur gradually.**

HARD! Hard ? Easy EASY!

14. **A person who is thorough.**

HARD! Hard ? Easy EASY!

15. **A person who is a steady plodder.**

HARD! Hard ? Easy EASY!

16. **A person who copes with several new ideas and problems at the same time.**

HARD! Hard ? Easy EASY!

17. **A person who is consistent.**

HARD! Hard ? Easy EASY!

18. **A person who is able to stand out in disagreement alone against a group of equals and seniors.**

HARD! Hard ? Easy EASY!

19. **A person who is stimulating.**

HARD! Hard ? Easy EASY!

20. **A person who readily agrees with the team at work.**

HARD! Hard ? Easy EASY!

21. **A person who has original ideas.**

HARD! Hard ? Easy EASY!

22. **A person who masters all details painstakingly.**

HARD! Hard ? Easy EASY!

23. **A person who comes up with a lot of ideas.**

HARD! Hard ? Easy EASY!

24. **A person who prefers to work on one problem at a time.**

HARD! Hard ? Easy EASY!

25. **A person who is methodical and systematic.**

HARD! Hard ? Easy EASY!

26. **A person who often risks doing things differently.**

HARD! Hard ? Easy EASY!

27. **A person who works without deviation in a set way.**

HARD! Hard ? Easy EASY!

28. **A person who likes to impose strict order on matters within own control.**

HARD! Hard ? Easy EASY!

29. **A person who likes the protection of precise instructions.**

HARD! Hard ? Easy EASY!

30. **A person who fits readily into "the system."**

HARD! Hard ? Easy EASY!

31. **A person who needs the stimulation of frequent change.**

HARD! Hard ? Easy EASY!

32. **A person who prefers colleagues who never "rock the boat."**

HARD! Hard ? Easy EASY!

33. **A person who is predictable.**

HARD! Hard ? Easy EASY!

Thank you!

APPENDIX D

QUESTIONNAIRE
Version II

RESEARCH QUESTIONNAIRE

(Please answer all of the questions.)

PART I: BACKGROUND INFORMATION

The following questions will provide information about your background. This information is needed so I can group responses to make comparisons.

1. **What is your age?** _____ years

2. **How long have you worked for the Missoula City Police Dept.?**

   ____ years and _____ months

3. **What shift do you work?**

   (1)____ early morning (2) ____ day (3) ____ night

4. **In what division do you work?**

   (1) ____ uniformed patrol (2) ____ detective division

   (3) ____ support staff (4) ____ administrative staff

5. **What is your job classification/rank?**

   (1) ____ administrative staff (2) ____ shift commander

   (3) ____ patrolman (4) ____ support staff

6. **How long have you been in your present position?**

   ____ years and _____ months

7. **What is your level of education?**

   (1) _____ high school diploma (2) _____ some college (3) _____ college degree

PART II: In responding to these first 15 questions below, please consider yourself as you relate to the Missoula City Police Department. Circle your response to each question.

The responses are:

YES! I agree very strongly with the statement.

YES I agree strongly with the statement.

yes I agree with the statement.

? I neither agree nor disagree with the statement

no I disagree with the statement.

NO I disagree strongly with the statement.

NO! I disagree very strongly with the statement.

1. In general, the people employed by the Missoula Police Dept. are working toward the same goals.

YES! YES yes ? no NO NO!

2. I am proud to be an employee of this department.

YES! YES yes ? no NO NO!

3. I often describe myself to others by saying, "I work for the Police Dept." or "I am from the Police Dept."

YES! YES yes ? no NO NO!

4. I try to make on-the-job decisions by considering the consequences of my actions for the department.

YES! YES yes ? no NO NO!

5. I talk up the Missoula Police Dept. as a great organization to work for.

YES! YES yes ? no NO NO!

6. In general, I view the department's problems as my problems.

YES! YES yes ? no NO NO!

7. I become irritated when I hear others outside the Missoula Police Dept. criticize the department.

YES! YES yes ? no NO NO!

8. I have warm feelings toward the Missoula Police Dept. as a place to work.

YES! YES yes ? no NO NO!

9. **I feel that the department cares about me.**

YES! YES yes ? no NO NO!

10. **I have a lot in common with others employed by the Missoula Police Dept.**

YES! YES yes ? no NO NO!

11. **My association with the Police Dept. is only a small part of who I am.**

YES! YES yes ? no NO NO!

12. **I find that my values and the values of the department are very similar.**

YES! YES yes ? no NO NO!

13. **I feel very little loyalty toward the Missoula Police Dept.**

YES! YES yes ? no NO NO!

14. **I find it easy to identify myself with the Missoula Police Department.**

YES! YES yes ? no NO NO!

15. **I really care about the fate of the Missoula Police Dept.**

YES! YES yes ? no NO NO!

PART III: In responding to this set of questions, consider how easy or difficult it is to present yourself consistently over a long period of time.

The responses are:

HARD! I find it very difficult to present myself this way over a long period of time.

Hard I find it difficult to present myself this way over a long period of time.

? I find it neither difficult nor easy to present myself this way over a long period of time.

Easy I find it easy to present myself this way over a long period of time.

EASY! I find it very easy to present myself this way over a long period of time.

1. **A person who is patient.**

HARD! Hard ? Easy EASY!

2. **A person who conforms.**

HARD! Hard ? Easy EASY!

3. **A person who when stuck will always think of something.**

HARD! Hard ? Easy EASY!

4. **A person who enjoys detailed work.**

HARD! Hard ? Easy EASY!

5. **A person who would sooner create something than improve it.**

HARD! Hard ? Easy EASY!

6. **A person who is prudent when dealing with authority or general opinion.**

HARD! Hard ? Easy EASY!

7. **A person who never acts without proper authority.**

HARD! Hard ? Easy EASY!

8. **A person who never seeks to bend (much less break) the rules.**

HARD! Hard ? Easy EASY!

9. **A person who likes bosses and work patterns which are consistent.**

HARD! Hard ? Easy EASY!

10. **A person who holds back ideas until they are obviously needed.**

HARD! Hard ? Easy EASY!

11. **A person who has a fresh perspectives on old problems.**

HARD! Hard ? Easy EASY!

12. **A person who likes to vary set routines at a moment's notice.**

HARD! Hard ? Easy EASY!

13. **A person who prefers changes to occur gradually.**

HARD! Hard ? Easy EASY!

14. **A person who is thorough.**

HARD! Hard ? Easy EASY!

15. **A person who is a steady plodder.**

HARD! Hard ? Easy EASY!

16. **A person who copes with several new ideas and problems at the same time.**

HARD! Hard ? Easy EASY!

17. **A person who is consistent.**

HARD! Hard ? Easy EASY!

18. **A person who is able to stand out in disagreement alone against a group of equals and seniors.**

HARD! Hard ? Easy EASY!

19. **A person who is stimulating.**

HARD! Hard ? Easy EASY!

20. **A person who readily agrees with the team at work.**

HARD! Hard ? Easy EASY!

21. **A person who has original ideas.**

HARD! Hard ? Easy EASY!

22. **A person who masters all details painstakingly.**

HARD! Hard ? Easy EASY!

23. **A person who comes up with a lot of ideas.**

HARD! Hard ? Easy EASY!

24. **A person who prefers to work on one problem at a time.**

HARD! Hard ? Easy EASY!

25. **A person who is methodical and systematic.**

HARD! Hard ? Easy EASY!

26. **A person who often risks doing things differently.**

HARD! Hard ? Easy EASY!

27. **A person who works without deviation in a set way.**

HARD! Hard ? Easy EASY!

28. **A person who likes to impose strict order on matters within own control.**

HARD! Hard ? Easy EASY!

29. **A person who likes the protection of precise instructions.**

HARD! Hard ? Easy EASY!

30. **A person who fits readily into "the system."**

HARD! Hard ? Easy EASY!

31. **A person who needs the stimulation of frequent change.**

HARD! Hard ? Easy EASY!

32. **A person who prefers colleagues who never "rock the boat."**

HARD! Hard ? Easy EASY!

33. **A person who is predictable.**

HARD! Hard ? Easy EASY!

NOTE: Parts IV and V include the same questions, but Part IV asks you to consider your view of the Missoula City Police Department as a whole; Part V asks you to consider your view of the specific division that you work for.

PART IV: In responding to the next 25 questions below, please consider your view of the Missoula City Police Department. Circle your response for each question.

The Missoula City Police Department is:

1. **Cautious about accepting new ideas.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

2. **A leader among other organizations.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

3. **Suspicious of new ways of thinking.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

4. **Very inventive.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

5. **Often consulted by other organizations for advice and information.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

6. **Skeptical of new ideas.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

7. **Creative in its method of operation.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

8. **Usually one of the last of its kind to change to a new method of operation.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

9. **Considered one of the leaders of its type.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

10. **Receptive to new ideas.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

11. **Challenged by unsolved problems.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

12. **Follows the belief that "the old way of doing things is the best."**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

13. **Very original in its operational procedures.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

14. **Does not respond quickly enough to necessary changes.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

15. **Reluctant to adopt new ways of doing things until other organizations have used them successfully.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

16. **Frequently initiates new methods of operation.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

17. **Slow to change.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

18. **Rarely involves employees in the decision making process.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

19. **Maintains good communication between supervisors and employees.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

20. **Influential with other organizations.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

21. **Seeks out new ways to do things.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

22. **Rarely trusts new ideas and ways of functioning.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

23. **Never satisfactorily explains to employees the reasons for procedural changes.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

24. **Frequently tries out new ideas.**

<u>YES!</u> YES yes ? no NO <u>NO!</u>

25. Willing and ready to accept outside help when necessary.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

PART V: In responding to the next set of questions, consider your view of the specific division you work for.

The <u>division</u> I work for is:

1. Cautious about accepting new ideas.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

2. A leader among other organizations.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

3. Suspicious of new ways of thinking.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

4. Very inventive.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

5. Often consulted by other organizations for advice and information.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

6. Skeptical of new ideas.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

7. Creative in its method of operation.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

8. Usually one of the last of its kind to change to a new method of operation.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

9. Considered one of the leaders of its type.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

10. Receptive to new ideas.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

11. Challenged by unsolved problems.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

12. Follows the belief that "the old way of doing things is the best."

<u>YES!</u> YES yes ? no NO <u>NO!</u>

13. Very original in its operational procedures.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

14. Does not respond quickly enough to necessary changes.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

15. Reluctant to adopt new ways of doing things until other organizations have used them successfully.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

16. Frequently initiates new methods of operation.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

17. Slow to change.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

18. Rarely involves employees in the decision making process.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

19. Maintains good communication between supervisors and employees.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

20. Influential with other organizations.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

21. Seeks out new ways to do things.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

22. Rarely trusts new ideas and ways of functioning.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

23. Never satisfactorily explains to employees the reasons for procedural changes.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

24. Frequently tries out new ideas.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

25. Willing and ready to accept outside help when necessary.

<u>YES!</u> YES yes ? no NO <u>NO!</u>

Thank you!

APPENDIX E

Instructions to Unit Leaders

Notes to Unit Leaders Administering the Questionnaire

1. Every employee of the Missoula City Police Department is being asked to complete the questionnaire.

2. Please keep track of who has not received the questionnaire and give one to him/her to complete as soon as possible.

3. Note that responses are anonymous.

4. If someone refuses to answer the questionnaire, have him/her seal the envelope with the questionnaire and return it so the total number of persons contacted will be accurate.

5. Return all sealed responses to Captain Bill Olsen.

6. Return all unused materials to Captain Bill Olsen.

7. A copy of the final report (thesis) will be made available to the Missoula City Police Department.

APPENDIX F

Cover Letter/Informed Consent

University of
Montana

Center for Continuing Education
and Summer Programs
University of Montana
Missoula, Montana 59812-1900
(406) 243-2900
(406) 243-2047 FAX

TO: Personnel of the Missoula City Police Department

Gerry T. Baertsch

FROM: Gerry T. Baertsch, Director of Conferences & Institutes, Center for Continuing Education

RE: Explanation of the Study/Informed Consent

My master's thesis project involves the study of how employees relate to their organization. So, as part of my thesis I am interested in the ways that people view their organization and how they make decisions and solve problems in their work.

I have received approval from the administration of the Missoula Police Department to conduct my research project and ask department personnel to complete the questionnaire. It is understood that even though paid work time is approved for answering the questionnaire, your participation is entirely voluntary. This is an academic activity initiated by me.

With your consent, I would like to use your responses to this questionnaire as data for my study. Results will be reported in general statistical form without referring to particular individuals. In addition to my goal of finishing my thesis, I am hoping that data from the responses will suggest potential training topics of interest to department personnel. I will destroy all questionnaires as soon as I am done with my study, which should be within four months.

Answering the questionnaire is voluntary; you may refuse to answer without penalty. I am hoping, however, that you will consent to participate in my study by completing the questionnaire and providing data which I may compile into a report. I will make the final report available to the department.

I hope that you will assist me by answering the questionnaire and turning it in to your unit leader in the envelope provided. Please seal the envelope. All envelopes will be forwarded to your training officer for collection; he will forward the sealed envelopes to me for use in my study.

I am very thankful for your participation.

APPENDIX G

Institutional Review Board Proposal

For Internal Use Only

Form RA-108

UNIVERSITY OF MONTANA
INSTITUTIONAL REVIEW BOARD CHECKLIST

Submit one copy of this checklist and your proposal for each project that requires IRB review. The IRB attempts to evaluate proposals within ten working days. Approval is granted for one year's time, at the end of which period the principal investigator may reapply to the IRB for continued approval (see IRB procedures summary for details).

Date Submitted to IRB	Projected Start Date	Project Ending Date
February 5, 1991	February 22, 1991	June 1991

Project Title The Effects of Organizational Identification and Perceived Organizational Innovativeness on the Adaptive and Innovative Behaviors of Employees

Principal Investigator Gerry T. Baertsch Telephone 243-4603

Mailing Address Center for Continuing Education, University of Montana

Co-Investigator(s)

Signature(s) Gerry T. Baertsch

Faculty Supervisor Dr. Betsy W. Bach Telephone 243-4463

Department Interpersonal Communication Signature

Please answer the following questions: (Circle one)

1. Does the attached proposal respond to the ten items on page 3 of the procedures summary? **Y** N
2. Is a consent form being used? Y **N**
   a) If yes, does the attached proposal respond to the seven items on pages 3-4 of the procedures summary? Y N
   b) If no, do you request that the form be waived? Y **N**
3. If the project involves minors, are the children old enough that their signatures will be requested? Y N
4. Will the subject receive an explanation of the research before and/or after the project? (If yes, attach a copy) **Y** N
5. Is this project part of your thesis or dissertation? **Y** N
   If yes, please indicate the date you successfully presented your proposal/prospectus to your committee: February 4, 1991

****

FOR OFFICE USE ONLY: Project #

Administrative/Full Committee........Date

Approval/Conditional Approval........Date

Conditions Satisfied................Date

Proposal to the UM Institutional Review Board

1. This quantitative research project will be conducted in partial fulfillment of the requirements for a master's degree in Interpersonal Communication. Three established Likert-type questionnaires will be administered to employees of the Missoula City Police Department. The research instruments will measure individual levels of (a) identification with the organization, (b) perceived organizational innovativeness, and (c) adaptiveness and innovativeness in decision-making and problem solving style. Particular innovations will not be identified, only general trends pertaining to the above mentioned academic constructs will be examined. The questionnaires will be administered at the Police Dept. through the assistance of unit leaders and with the endorsement of the department administration.

2. This study provides subjects the chance to express their opinions on the questions in the research instrument and receive feedback in the form of a final written report (thesis) which they may ask to see. The results of the study may also suggest topics in communication which might be incorporated into future training courses developed for organizational members. As for the benefits to scientific knowledge, I will be testing and extending theories of human communication.

3. The subjects will be asked to complete the questionnaires during regular group meetings at the Police Dept. Work time has been approved by the department administration for participating in this activity.

4. The subjects are employees of the Missoula City Police Department. None of the members are minors or members of physically, psychologically or socially "vulnerable" populations.

5. I do not anticipate any risks or discomforts to the subjects. Perhaps some might experience mild distress if they feel they cannot appropriately answer questionnaire items.

6. If a subject is uncomfortable with a questionnaire item or the questionnaire process, the subject can refuse to respond. This is made clear in the

explanation/informed consent cover sheet attached to the questionnaire.

7. Every effort will be made to insure confidentiality. Completed questionnaires will be sealed in envelopes provided with each questionnaire. The final report will report statistical analysis without identifying individuals. Questionnaires will be destroyed within four months.

8. The study involves less than minimal risk. Individual subjects will not be penalized if they choose not to consent to participate in the study. This is stated in the explanation/informed consent sheet attached to the front of the questionnaire.

9. Not applicable.

10. See #5, #6 and #7 above.

APPENDIX H

Organizational Identification Questionnaire (OIQ)

Organizational Identification Questionnaire
(Adapted from Cheney, 1983a)

1. In general, the people employed by ________________ are working toward the same goals.

2. I am proud to be an employee of this company.

3. I often describe myself to others by saying, "I work for ______________" or "I am from ______________."

4. I try to make on-the-job decisions by considering the consequences of my actions for the company.

5. I talk up _____________ as a great company to work for.

6. In general, I view the company's problems as my problems.

7. I become irritated when I hear others outside ________________ criticize the company.

8. I have warm feelings toward ________________ as a place to work.

9. I feel that the company cares about me.

10. I have a lot in common with others employed by _______.

11. My association with ________________ is only a small part of who I am. [R]

12. I find that my values and the values of the company are very similar.

13. I feel very little loyalty to ________________. [R]

14. I find it easy to identify myself with the company.

15. I really care about the fate of ________________.

Source: Bullis, C., & Bach, B.W. (1991).

APPENDIX I

Perceived Organizational Innovativeness (PORGI) Scale

PORGI--Perceived Organizational Innovativeness

The organization I work for (is) . . .

** 1. cautious about accepting new ideas

* 2. a leader among other organizations

** 3. suspicious of new ways of thinking

* 4. very inventive

* 5. often consulted by other organizations for advice and information

** 6. skeptical of new ideas

* 7. creative in its method of operation

** 8. usually one of the last of its kind to change to a new method of operation

* 9. considered one of leaders of its type

* 10. receptive to new ideas

* 11. challenged by unsolved problems

** 12. follows the belief that "the old way of doing things is the best"

* 13. very original in its operational procedures

** 14. does not respond quickly enough to necessary changes

** 15. reluctant to adopt new ways of doing things until other organizations have used them successfully

* 16. frequently initiates new methods of operation

** 17. slow to change

** 18. rarely involves employees in the decision making process

* 19. maintains good communication between supervisors and employees

* 20. influential with other organizations

* 21. seeks out new ways to do things

** 22. rarely trusts new ideas and ways of functioning

** 23. never satisfactorily explains to employees the reasons for procedural changes

* 24. frequently tries out new ideas

* 25. willing and ready to accept outside help when necessary

---

Suggested scoring procedure: 112 + sum of ** items minus sum of * items; only to be used when Strongly Agree = 1, Strongly disagree = 7.

Source:

Hurt, H.T., & Teigen, C.W. (1977). The development of a measure of perceived organizational innovativeness. In B.D. Ruben (Ed.), <u>Communication Yearbook I</u>, p.381. New Brunswick, NJ: Transaction Books/ICA.

APPENDIX J

Kirton Adaption-Innovation Inventory (KAI)

Date

Name

Age Sex

Occupation/Title

Department

Educational Status

Other

KAI SHEET

IMPORTANT

- Complete 'Respondent Details'
- Answer all questions
- Use ball point pen and press hard

Guidance Notes

We all find it necessary to present a particular image of ourselves consistently over a long period. In some cases this proves easy as we are like this; sometimes it is very difficult as we are not like this at all.

For instance, some of us are early risers. It is easy for such people to present the image of good timekeepers at work. So if you are an early riser and were asked how easy or hard it is for you to present an image at work of a good timekeeper you would put a clear cross on the scale below on or near 'Very Easy'.

Very Hard *Hard* *Easy* *Very Easy*

X

If you are the extreme other sort, you would find being on time every morning for a long period difficult, and you may well put a cross on the scale at the 'Very Hard' end.

Please indicate the degree of difficulty (or ease) that would be required for you to maintain the image, consistently for a long time, that is asked of you by each item below.

How easy or difficult do you find it to present yourself, consistently, over a long period as:	*Very Hard*	*Hard*	*Easy*	*Very Easy*
1) A PERSON WHO IS PATIENT.				
2) A PERSON WHO CONFORMS.				
3) A PERSON WHO WHEN STUCK WILL ALWAYS THINK OF SOMETHING.				
4) A PERSON WHO ENJOYS THE DETAILED WORK.				
5) A PERSON WHO WOULD SOONER CREATE SOMETHING THAN IMPROVE IT.				
6) A PERSON WHO IS PRUDENT WHEN DEALING WITH AUTHORITY OR GENERAL OPINION.				
7) A PERSON WHO NEVER ACTS WITHOUT PROPER AUTHORITY.				
8) A PERSON WHO NEVER SEEKS TO BEND (MUCH LESS BREAK) THE RULES.				
9) A PERSON WHO LIKES BOSSES AND WORK PATTERNS WHICH ARE CONSISTENT.				
10) A PERSON WHO HOLDS BACK IDEAS UNTIL THEY ARE OBVIOUSLY NEEDED.				
11) A PERSON WHO HAS FRESH PERSPECTIVES ON OLD PROBLEMS.				
12) A PERSON WHO LIKES TO VARY SET ROUTINES AT A MOMENT'S NOTICE.				
13) A PERSON WHO PREFERS CHANGES TO OCCUR GRADUALLY.				
14) A PERSON WHO IS THOROUGH.				
15) A PERSON WHO IS A STEADY PLODDER.				
16) A PERSON WHO COPES WITH SEVERAL NEW IDEAS AND PROBLEMS AT THE SAME TIME.				
17) A PERSON WHO IS CONSISTENT.				
18) A PERSON WHO IS ABLE TO STAND OUT IN DISAGREEMENT ALONE AGAINST A GROUP OF EQUALS AND SENIORS.				
19) A PERSON WHO IS STIMULATING.				
20) A PERSON WHO READILY AGREES WITH THE TEAM AT WORK.				
21) A PERSON WHO HAS ORIGINAL IDEAS.				
22) A PERSON WHO MASTERS ALL DETAILS PAINSTAKINGLY.				
23) A PERSON WHO PROLIFERATES IDEAS.				
24) A PERSON WHO PREFERS TO WORK ON ONE PROBLEM AT A TIME.				
25) A PERSON WHO IS METHODICAL AND SYSTEMATIC.				
26) A PERSON WHO OFTEN RISKS DOING THINGS DIFFERENTLY.				
27) A PERSON WHO WORKS WITHOUT DEVIATION IN A PRESCRIBED WAY.				
28) A PERSON WHO LIKES TO IMPOSE STRICT ORDER ON MATTERS WITHIN OWN CONTROL.				
29) A PERSON WHO LIKES THE PROTECTION OF PRECISE INSTRUCTIONS.				
30) A PERSON WHO FITS READILY INTO 'THE SYSTEM'				
31) A PERSON WHO NEEDS THE STIMULATION OF FREQUENT CHANGE.				
32) A PERSON WHO PREFERS COLLEAGUES WHO NEVER 'ROCK THE BOAT'				
33) A PERSON WHO IS PREDICTABLE.				

PLEASE CHECK THAT YOU HAVE ANSWERED ALL 33 QUESTIONS

© M. J. Kirton 1985
form ref. FI 85R

Name ____________

Age ________ Sex ________

Occupation/Title ____________

____

Department ____________

Educational Status ____________

____

Other ____________

____

KAI TO SCORER

- Enter scores in blank space of appropriate line
- Missing items score as '3'; three or more missing items – discard.
- Responses *exactly* on dividing lines – score towards centre.

	O	E	R					
1.				DO NOT SCORE				
2.				5	4	3	2	1
3.				1	2	3	4	5
4.				5	4	3	2	1
5.				1	2	3	4	5
6.				5	4	3	2	1
7.				5	4	3	2	1
8.				5	4	3	2	1
9.				5	4	3	2	1
10.				5	4	3	2	1
11.				1	2	3	4	5
12.				1	2	3	4	5
13.				5	4	3	2	1
14.				5	4	3	2	1
15.				5	4	3	2	1
16.				1	2	3	4	5
17.				5	4	3	2	1
18.				1	2	3	4	5
19.				1	2	3	4	5
20.				5	4	3	2	1
21.				1	2	3	4	5
22.				5	4	3	2	1
23.				1	2	3	4	5
24.				5	4	3	2	1
25.				5	4	3	2	1
26.				1	2	3	4	5
27.				5	4	3	2	1
28.				5	4	3	2	1
29.				5	4	3	2	1
30.				5	4	3	2	1
31.				1	2	3	4	5
32.				5	4	3	2	1
33.				5	4	3	2	1
					TOTAL			

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form ref. EL85S.