UNLV
UNIVERSITY
LIBRARIES

The measurement of organizational identification and organizational commitment found among the membership of Mary Kay Cosmetics

Philip Clark Oviatt
University of Nevada, Las Vegas

Follow this and additional works at: https://digitalscholarship.unlv.edu/rtds

INFORMATION TO USERS

This manuscript has been reproduced from the microfilm master. UMI films the text directly from the original or copy submitted. Thus, some thesis and dissertation copies are in typewriter face, while others may be from any type of computer printer.

The quality of this reproduction is dependent upon the quality of the copy submitted. Broken or indistinct print, colored or poor quality illustrations and photographs, print bleedthrough, substandard margins, and improper alignment can adversely affect reproduction.

In the unlikely event that the author did not send UMI a complete manuscript and there are missing pages, these will be noted. Also, if unauthorized copyright material had to be removed, a note will indicate the deletion.

Oversize materials (e.g., maps, drawings, charts) are reproduced by sectioning the original, beginning at the upper left-hand corner and continuing from left to right in equal sections with small overlaps.

UMI®

THE MEASUREMENT OF ORGANIZATIONAL IDENTIFICATION AND

ORGANIZATIONAL COMMITMENT FOUND AMONG

THE MEMBERSHIP OF MARY KAY COSMETICS

by

Philip Clark Oviatt

Bachelor of Arts
University of Nevada. Las Vegas
2000

A thesis submitted in partial fulfillment
of the requirements for the

Master of Arts Degree
Hank Greenspun Department of Communication
Greenspun College of Urban Affairs

Graduate College
University of Nevada, Las Vegas
August 2002

UMI Number: 1411202

UMI®

UNLV

Thesis Approval

The Graduate College

University of Nevada, Las Vegas

June 28, , 20 02

The Thesis prepared by

Philip Clark Oviatt

Entitled

THE MEASUREMENT OF ORGANIZATIONAL IDENTIFICATION AND

ORGANIZATIONAL COMMITMENT FOUND AMONG THE MEMBERSHIP OF

MARY KAY COSMETICS

is approved in partial fulfillment of the requirements for the degree of

Master's of Arts

Examination Committee Chair

Dean of the Graduate College

Examination Committee Member

Examination Committee Member

Graduate College Faculty Representative

1017-53

ii

ABSTRACT

The Measurement of Organizational Identification and Organizational Commitment Found Among the Membership of Mary Kay Cosmetics

by

Philip Clark Oviatt

Dr. Anthony J. Ferri, Ph.D., Examination Committee Chair
Professor of Communications
University of Nevada, Las Vegas

The study reported here utilized two constructs; the Organizational Identification Questionnaire (OIQ) (Cheney 1983b) and the Organizational Commitment Questionnaire (OCQ) (Mowday, Porter, and Steers 1979), to determine if a positive correlation existed between them when applied to the Mary Kay Cosmetics Organization, a Direct Sales Marketing organization. The OIQ and the OCQ are two constructs that have been widely utilized to study the relationship between the employee and the organization. A review of literature illustrates, that although each concept offers a distinct meaning, when utilized as a construct they are synonymous. This study found that identification and commitment were strongly correlated, and it was determined that the two constructs appeared to reference the same collection of attitudes and behaviors. This study further offers two key communicative practices and behaviors; the utilization of a print medium and the adoption of a communicative philosophy, which may contribute to the individual's higher identification and commitment to the organization. This investigation suggests that researchers are advised to refer to these two constructs as measurement

tools utilized to examine the same phenomenon. Therefore, it is suggested that due to the longevity of the OCQ and the influence the author of the OCQ had on the author and formation of the OIQ, it is recommended that the OIQ not be used to measure identification and commitment. The OCQ is the suggested construct to measure organizational commitment.

iv

TABLE OF CONTENTS

LIST OF TABLES

CHAPTER 1

INTRODUCTION

Mary Kay Cosmetics has traversed the complete "American Dream" business cycle since its inception in 1963. The company began with a few bottles, jars and nine saleswomen. Today, Mary Kay is touted as the number one selling brand of skin care and cosmetics, with a sales-force exceeding 750,000 Independent Beauty Consultants worldwide. Mary Kay, a Direct Sales Marketing company, has outlasted many of its competitors in the ever-changing Direct Sales market. The research presented here investigates the relationship between the OIQ and the OCQ, two constructs widely utilized in the field of communications to examine "commitment" and "identification" within a given organization. For this investigation, the research explores the relationship between the two constructs as found among the membership of Mary Kay and its phenomenal rise in corporate America.

In 1979, Richard Mowday, Richard Steers, and Lyman Porter developed a construct for measuring employee commitment to work organizations. This instrument is called the Organizational Commitment Questionnaire (OCQ), and is based on a series of studies focusing in on an individual's active relationship with an organization. Their theory holds that commitment to an organization can be characterized by at least three related factors: "1) a strong belief in and acceptance of the organization's goals and

1

values: 2) a willingness to exert considerable effort on behalf of the organization: and 3) a strong desire to maintain membership in the organization" (Mowday. Steers. Porter. 1979. p. 226).

In 1983. George Cheney built upon Mowday's theory by developing a theory of organizational identification. which he developed from the teachings of Mowday. Aristotle and Kenneth Burke. Cheney's theory stems from the idea that organizational identification is related to attitudes and behaviors. His theory holds that identification can be characterized by at least three identifiable factors: "1) membership: 2) loyalty. and 3) similarity" (Barge. Schlueter. 1988. p. 121). Cheney developed a construct for measuring identification called the Organizational Identification Questionnaire (OIQ) (Cheney 1983b).

Both theoretical perspectives suggest that communication encourages identification and commitment with an organization: and they both explore the reshaping of individual values to relate and resemble those of the organization. The two constructs that have emerged from these two perspectives have been applied in corporate field settings in an effort to examine and evaluate the identification and commitment process in an effort to offer insights for corporations worldwide to enhance identification and commitment within their respective organizations. Utilizing these two constructs together is ideal if. in fact. the two constructs measure identification and commitment differently. However, if it is determined that these two constructs measure the same phenomena. then these two constructs, when utilized together. may not be ideal for corporations wishing to enhance identification and commitment within their respective organizations. Thus, examining these two constructs is important to researchers and

corporate America in that if they measure the same phenomena, erroneous interpretations may result due to incorrectly labeled constructs.

The study of organizational identification and/or commitment within Mary Kay is important for several reasons: 1) Mary Kay offers a good field test for two widely held constructs of Organizational Identification and Organizational Commitment. 2) The study of organizational identification and/or commitment can assist others in the field of direct sales marketing similar to that of Mary Kay by explaining the impact of various organizational attitudes and behaviors designed to socialize the membership of an organization, personnel selection, training, promotion, internal organizational communications, and public relations. 3) The study of organizational identification and/or commitment can help us to understand better the impact of communicative identifiers when utilized to promote the influence or "power" of the organization over the individual by means of creating identification and commitment with the organization. This ability is of key importance to the field of communications as it promotes and exploits the power of the organization through persuasion and manipulation. 4) The study of organizational identification and/or commitment may better answer the concept that membership in organizations eliminates the individual as an entity, which includes personal values, goals, and decision making abilities. With the individual eliminated, the organization is able to create a mass operating entity in which all values, goals, and decision making abilities revolve around the organization, not the individual. 5) Finally, the study of organizational identification and/or commitment within Mary Kay may offer insight into communicative phenomena that serve as key identifiers in the measurement of identification and commitment amongst the membership of the organization. These

communicative related phenomena often encourage identification and commitment with the organization. These may provide communicative tools for the field of communications, corporate America, and direct sales marketing organizations, including Mary Kay, to promote persuasive and communicative influences over its membership.

For the purpose of this thesis, it is necessary to establish definitions of key terms. These definitions assist in the creation of a framework that will guide the reader through the perspective taken by the author. By defining these key terms, potential confusion and alternative perspectives not being examined by this study may be avoided. Additionally, the purpose, in part, of these definitions is to provide a distinction between Organizational Identification, which is viewed as a process; and Organizational Commitment, which is viewed as an outcome of the identification process.

Organizational Identification occurs as "a decision maker who identifies with an organization desires to choose the alternative which best promotes the perceived interests of that organization. This formulation accounts for the individual's role, the perception of common interests, and the focus on positive outcomes" (Cheney and Tompkins, 1987, p. 2). Thus, the decision maker goes through a process when developing identification with an organization. This process involves the individual incorporating the interests of the organization into their own personal value system.

Organizational Commitment is defined as "the relative strength of an individual's identification with and involvement in a particular organization" (Eisenberg, Monge, and Miller, 1983, p. 181). This is further explained as "1) a pledge or a binding, 2) that the committed person is bound to behavioral acts, and 3) that the high commitment implies an involvement with identity, the evocation of selfhood" (Cheney and Tompkins, 1987, p.

9). Thus, commitment is the outcome that occurs as a result of the identification process. According to these definitions, identification must be achieved prior to an individual becoming committed to an organization.

Direct Sales Marketing Organizations, according to Zikmund, Middlemist, and Middlemist, "are organizations that use mail order catalogs or mass media to obtain orders. They often use an agent intermediary that does not take title to the products. The agent performs the selling functions on behalf of the manufacturer" (Zikmund, Middlemist, and Middlemist, 1995, p. 350). This type of selling is often referred to as non-store or door-to-door retailing because the organizations do not establish a storefront, but rather utilize the membership of the organization to sell and deliver the products directly to the customer.

The following thesis offers a review of the literature followed by two proposed research questions that pertain to both organizational identification and organizational commitment. Second, a methodology section outlines the sample, apparatus, and procedure utilized for this study. Third, a results section examines the data collected that offer determinations to the two research questions posed for this study. Finally, a discussion section summarizes the study, examines limitations, and offers direction for future research.

CHAPTER 2

LITERATURE REVIEW

The following section reviews a sampling of literature on organizational

identification and commitment. This review specifically focused on the understanding of

identification and commitment. Each study was reviewed for its theoretical bases,

operational properties, conclusions, and applicability to this thesis involving Mary Kay.

The literature review involved presenting studies that specifically sought to measure and

differentiate between organizational identification and organizational commitment,

utilizing the Organizational Identification Questionnaire and/or the Organizational

Commitment Questionnaire. The literature provided also offers insight to assist in the

pursuit of an explanation for the two research questions posed for this thesis.

Organizational Identification

Cheney (1983a) argued that identification with organizations is an active process

by which individuals associate themselves with and to the organization they are a part of.

Cheney claimed that organizations use communication to broaden their conception and

application of organizational identification. The study, based on Kenneth Burke's

rhetoric of identification, explored three elements surrounding the relationship of the

individual to the organization, the typology of identification and illustration of how these

6

are applied in the corporate culture. and the interpretive explication of the process of identification in contemporary business organizations. The study concluded that nurturing identification is the growing aim of Corporate America. for with it comes the greater guarantee that employees will base their decisions with organizational interests at the forefront. Cheney's work here is valuable to this thesis as it provided. in part. a theoretical framework of identification on which to base this study of organizational identification and commitment within Mary Kay.

Cheney (1983b) built on his previous work and focused on analyzing and interpreting some aspects of the organizational identification process in a corporate field setting. Specifically. the study focused on how an individual's identification (or identifying) with an employing organization influences on-the-job decision-making. The study recognized identification as a continuing development involving many changes. The main research question that this study attempted to explore involved the extent to which the process of organizational identification explained the process of decision making by organizational members. The study consisted of 178 participants from a large industrial and high technology corporation. Two data-gathering methodologies were employed in the study. Interviews were conducted which were designed to yield retrospective accounts of individual-organization relationships and to explore. in part. the process of organizational identification as it relates to decision-making. The 25-item Organizational Identification Questionnaire (OIQ) was used to assess the product or state of identification. which was ideal inasmuch as this is part of the instrument used in this thesis of Mary Kay. The results of the questionnaire were triangulated with the outcomes of the interviews. Conclusions were drawn suggesting the soundness of the theory of

organizational identification. The study examined identification as a process. This process appeared to engage and motivate the individual decision maker within an organization to make decisions with the needs of the organization set forth as a priority to the individual. Cheney's study related to this thesis in that he looked at decision-making and identification, just as this study looked at identification and commitment amongst a sampling of Mary Kay members.

Cheney and Tompkins (1983) examined illustrated choices as sources of decision-making and organizational identification. They present the theory of account analysis as their decision-making indicator. The study triangulates account analysis with the OIQ, which builds on Cheney's previous work and offers further evidence for an examination of the OIQ, as applied to Mary Kay. The sample consisted of 41 persons at Purdue University. Results of the study indicated that some revisions to the identification theory were necessary as they found that identifications relevant in one role were not always relevant to decisions made in other roles by the same individual. The study provided a firm understanding of account analysis and examined the communicative processes by which the organization influences the individual and the individual influenced the organization. Although the results were consistent with the organizational identification theory, the inconsistencies that this study produced lead to theoretical revisions. The revisions concluded that a person is identified with an organization when that person in one or more of his or her organizational roles, perceives the organization's values or interests to be relevant in evaluating alternative choices. These revisions allowed Cheney and Tompkins to refine the communications process to account for anomalies, which created a sounder theory of identification. This revision allowed Cheney's previous

studies to culminate into a new and more refined theory of identification. This study, with its triangulation with the OIQ, provided additional framework utilized in this thesis on Mary Kay.

Cheney and Tompkins (1987) argued that organizational identification and commitment are distinct, but share interrelated concepts. Their idea is part of the premise of this thesis on Mary Kay, which is looking at two constructs addressing organizational identification and/or commitment. The study utilizes two approaches: first, an understanding of subjective meanings as they relate to organizational relationships; and second, there is a heavy reliance on Burkean theory as it relates to defining terms and concepts encompassing commitment and identification.

The results of the study determined that identification and commitment are distinct but interdependent concepts. Cheney and Tompkins were further able to divide these interrelationships into four states. They included: 1) alienated and non-pledged, which is low identification/low commitment and may be viewed as someone who has no ties to any one or any place; 2) alienated, but pledged, which is low identification/high commitment and may be viewed as the disgruntled employee who refuses to quit her job; 3) self-appropriative, but non-pledged, which is high identification/low commitment and may be viewed as a person who has never promoted or participated in skin care, but claims affiliation with Mary Kay; and 4) self-appropriative and pledged, which is high identification/high commitment and may be viewed as the new Beauty Consultant who tenaciously and publicly demonstrates her new affiliation with Mary Kay. Similar to the

Cheney and Tompkins study, this thesis identified, measured, and analyzed the identification and commitment found within a sampling of the membership of Mary Kay.

Scott, Corman and Cheney (1998) developed a theory of identification based on aspects of structuration theory, which is based on the premise that the dualism of concepts has to be re-conceptualized as a duality, or duality of structure. The piece focused on the issues of duality of structure, regionalization of multiple identities, and situated activity and how they all apply to the attachment or identification process. The piece illustrates how the duality of structure or identification accounts for the perceived linkage between identity and identification. They further illustrate how regionalization can be viewed through structuration theory in four modes: form, character, span or scale, and duration.

The most important issue for this article was when identification occurred amongst targets in situated activities. For this piece, the most important indicators and expressions of identification were found in language. They found support for their link between activities and identification from commitment in regards to the content of tasks being influential on the organization and organizational commitment and identification. Their study concluded that the attachment or identification process involves both identities and identifications. Their study further concluded that their findings were consistent with a range of accepted literature regarding identity and identification, including Cheney, despite using a structurational approach to provide a framework for organizational identification. This article allowed for a further theoretical building of Cheney's work on organizational identification through the consistencies found by the authors. This article related to this thesis on Mary Kay inasmuch as Scott, Corman, and

Cheney looked at the identification process by expanding on Cheney's theories to incorporate a different approach to explain any gaps that might occur in the current identification literature.

Russo (1998) studied organizational and professional identification. The study compared identification between an organization (a metropolitan newspaper) and a profession (journalism). Three research questions were addressed and analyzed based on 191 participants taking part in either a survey, or interview, or both from a study population of 281 persons. The survey questionnaire was comprised of 20 items from Cheney's OIQ, four items on professional orientation, and one item on job satisfaction. The OIQ is part of the measurement tool under investigation with this thesis of Mary Kay. The interviews were recorded on audiotape and utilized an interview format involving questions about the participants' professional careers and professional identifications. Observations were conducted in all parts of the news operations and focused on understanding how the news operations process was carried out.

The study showed that the journalists reported higher identification with the profession of journalism than with their newspaper. It also showed that there did not appear to be any significant relationship between membership in professional organizations and either professional or organizational identification. Finally, the study showed that job satisfaction for these journalists who participated in the study came from seeing the outcome of their work and that their work, in some way, made a difference in the world. The findings from the Russo study have implications to this thesis inasmuch as Russo's study employed a version of the OIQ and provided a framework for

interviewing protocol for this thesis project on organizational identification and organizational commitment within Mary Kay.

Bullis and Bach (1989) looked at changes in organizational identification. Their study utilized a turning point analysis as a method through which they conducted their research. Several research questions were addressed and analyzed based on the results of this study. The sample was comprised of 28 graduate students from three communication departments. The Retrospective Interview Technique (RIT) and the OIQ were utilized to conduct the study. The RIT was adapted to explore the individual-organization relationship. Two interviews were conducted with each participant over the course of one academic year (once at the beginning, and again at the end). The level of identification the participants held with the academic department was assessed with a shortened version of the OIQ. The OIQ was completed twice during the academic year by the participants' involved in the study (once at the beginning, and again at the end).

The results showed that utilizing the RIT and OIQ were viable methods for examining changes in the individual-organization relationship. Among the fifteen turning points identified by the study, it was determined that organizational confirmation was a critical turning point in the development of the organizational relationship. Many of the turning points indicated that in the beginning, the participants were actively involved in perceiving, evaluating, and managing their relationships with their respective organizations. However, as the year progressed, the level of involvement decreased rather than increased, which is contrary to the RIT phase model. The OIQ scores supported this finding, as the results did not support the contention that time leads to

stronger identification. The OIQ scores showed a decrease rather than an increase over the academic year in regards to their identification levels with their respective organizations.

Their study related to this thesis of organizational identification and commitment within Mary Kay in that it utilized a comparative model similar to that utilized here. Bullis and Bach utilized the OIQ and triangulated that with the RIT to determine and analyze their research questions. This thesis utilized the OIQ and the OCQ along with face-to-face interviews to determine the existence of correlations between identification and commitment and identify possible communicative practices/behaviors within Mary Kay.

Scott (1997) looked at organizational identification among the membership of a geographically dispersed organization, which is similar to the geographically dispersed membership of Mary Kay. This study, based on social identity theory, builds on the identification research by simultaneously examining the compatibility, competition, and the influence of tenure amongst the membership of a geographically dispersed organization. The study addresses and analyzes several hypotheses and research questions based on the results of 153 surveys from county, area, and state personnel in Colorado's Cooperative Extension Service. The survey questionnaire was comprised of a modified parallel-forms version of Cheney's OIQ utilizing a 5-point Likert-type scale. The results of the study indicated that county and area personnel identified more with their respective geographic levels than did state personnel. Furthermore, the more localized participants tended to be associated with higher identification levels. However, all four identification areas seemed to appear very compatible. Additionally,

occupational identification was similar at all levels of the organization. However, other types of identification appeared to be different among the dispersed organization of state personnel. Also, there appeared to be differences between county and state identification between short-term and long-term employees. Finally, seniority, or years in occupation, seemed to be more of an identifying measure than other tenure measures.

Scott's study had direct implications on this thesis of Mary Kay in type of sample and measurement tool. Just as the Colorado's Cooperative Extension Service is a geographically dispersed organization, so is Mary Kay. Scott's use of a modified parallel-forms version of Cheney's OIQ and its subsequent findings also had a direct impact on this thesis in that the OIQ was, in part, the measurement tool under investigation for this study of organizational identification and organizational commitment within Mary Kay Cosmetics. Just as the Scott study found that occupational identification was similar at all levels of the organization, this thesis intended to determine whether similar identification and commitment exists amongst the membership of Mary Kay when measured by the OIQ and OCQ.

Miller, Allen, Casey and Johnson (2000) investigate the internal dimensions of the Organizational Identification Questionnaire. Their study, based on factorial analytic tests of cross-sectional and longitudinal data, address and analyze several research questions in an effort to make assessments regarding the OIQ. This examination looked at Cheney's previous work and analyzed the apparent claims that the OIQ appears to be ideal for measuring identification amongst a given organization. The study consisted of a series of confirmatory factor analyses to assess the OIQ as a measurement tool in four Midwestern organizations and at four points in time within one of those organizations.

The OIQ was employed along with the Job Description Index, a job satisfaction scale, a self-reporting measure of employee intention-to-turnover measurement scale to evaluate the criterion validity, and the use of an organizational commitment instrument to gain an overall assessment of the dimensions of the OIQ. This thesis of Mary Kay looked at the dimensions of the OIQ and OCQ as applied to the membership of Mary Kay. The results of this study indicate that the OIQ was uni-dimensional among all four organizations and the uni-dimensionality carried throughout a one-year period with measurements taken at four time periods. However, the results also indicated that only 12 of the 25 items were deemed valuable to their proposed construct. They also argued that the OIQ was better suited to measure Organizational Commitment rather than Organizational Identification. The researchers concluded that due to the fact that the OIQ was derived from commitment and job involvement scales, the OIQ (shortened from 25 items to 12 items) should be utilized in the measurement of commitment, not identification.

The Miller, et al. study has relevance to this thesis in that it examined part of the measurement tool utilized in this study. This thesis project looked at the relationship between the Organizational Identification Questionnaire (OIQ) and the Organizational Commitment Questionnaire (OCQ). The comparison of the two constructs provided the necessary data to obtain clear and analytical answers to the research questions this thesis sought to examine. Through their analysis, Miller, et al's findings determined that the OIQ was better suited to examine commitment rather than identification. This played a major role in the research of this thesis in that if the OIQ is indeed a measurement of commitment, then it should not be paired with the OCQ in an effort to determine

identification and commitment among the membership of an organization. Miller. et al's comparison of the OIQ with the OCQ. served as a model for this thesis regarding the OIQ and OCQ as applied to the membership of Mary Kay.

Rubin. Palmgreen. and Sypher (1994) examined the Organizational Identification Questionnaire (OIQ) based on current literature involving the OIQ. They discuss the questionnaire's reliability and validity. Their analysis found that reliability/validity was consistently high and that the OIQ was a valued tool to measure levels of organizational commitment in addition to that of organizational identification, which lends credibility to the previous studies that utilized the OIQ. They further found that because the OIQ contains only 25 items. it is relatively easy to use. and they provide a template of the questionnaire illustrating the "user-friendliness" and "adaptability" of the questionnaire to any organization being measured for organizational identification and organizational commitment.

The overview of the OIQ is of value to this thesis of organizational identification and organizational commitment within Mary Kay. The analysis provided a model by which to adapt the OIQ to relate to Mary Kay. The illustrations of high reliability and validity provided support for the choice of utilizing the OIQ as a methodology for this thesis of identification and commitment within Mary Kay.

Organizational Commitment

Mowday. Steers. and Porter (1979) looked at developing and validating a measure of employee commitment to work organizations. Cheney's work on organizational identification was developed from the work of Mowday, Steers. and Porter. Their study,

utilizing the Organizational Commitment Questionnaire (OCQ), which is part of the

measurement tool under investigation in this thesis on Mary Kay, was based on a series

of studies involving 2563 employees in nine different organizations. The OCQ was

comprised of fifteen questions utilizing a 7-point Likert scale. A variety of analyses were

explored utilizing the results of the study including: 1) means and standard deviations: 2)

internal consistency reliability: 3) test-retest reliability; 4) convergent validity: 5)

discriminant validity: 6) predictive validity: and 7) norms. Conclusions were drawn

concerning the effectiveness of the OCQ. The results suggested that the overall measure

was stable and the results illustrated acceptable levels of convergent, discriminant, and

predictive validity, as well as effective internal consistency and test – retest reliability.

The Mowday, Steers, and Porter study related to this thesis of Mary Kay in that

they employed the use of the OCQ to measure commitment. Their study, utilizing the

OCQ, offered a model for the measurement of commitment. This model was utilized in

this thesis of identification and commitment among the membership of Mary Kay.

Eisenberg, Monge, and Miller (1983) looked at the relationship between

communication and commitment. Their study, based on a theoretical basis linking

involvement in communication networks with organizational commitment, examined the

relationship between communication network involvement and organizational

commitment. Their study provided a framework for a working definition of

organizational commitment posed previously in this thesis of Mary Kay. Three

hypotheses were addressed and analyzed based on results of a survey questionnaire

conducted on a sample population of 173 employees of a west coast research and

development firm. The survey questionnaire was comprised of questions concerning the

participants' communication contacts at work, their attitudes toward their job and toward

the organization, and some personal and demographic characteristics. The questionnaire

was formatted utilizing the Organizational Commitment Questionnaire (OCQ), developed

by Mowday, et al., and based on a seven-point language intensity scale. The results of

the study showed that a complex interaction existed between network involvement and

job involvement with impacts on commitment. Their study concluded that interactions

between the person and the situation must be considered in determining communication

involvement and commitment.

As a compliment to this thesis on Mary Kay Cosmetic's organizational

identification and organizational commitment, a study that explores the complex

relationships moderated by the degree of job involvement to determine organizational

commitment levels served as a valuable model for gauging the organizational

identification and commitment levels determined through the survey process of this

thesis.

Morris and Steers (1980) examined organizational commitment, which builds

upon the work of Mowday, et al. and other similar studies presented here. Their study

sought to look at how job satisfaction and employee behavior affected organizational

commitment. To do this, they distributed questionnaires to 262 non-faculty employees of

a major U.S. university. Questions were created to address functional dependence,

decentralization, supervisory span of control, span of subordination and work group size,

formalization, and organizational commitment. The findings of this study indicated that

aspects of organizational structure do influence employee commitment levels. The findings also indicated that commitment, as an attitude, reacts similarly to satisfaction and structure.

The results of this Morris and Steers study had some relevance to this study of Mary Kay in that both studies looked at elements of employee behavior. The Morris and Steers study examined the effects of job satisfaction and employee behavior on organizational commitment. This study, along with the previously discussed studies sought to determine commitment levels within the organization. The Morris and Steers study guided this Mary Kay study as it looked at employee behaviors. This proved to be a comparative model with which to conduct this thesis concerning identification and commitment amongst the membership of Mary Kay.

Wallace (1993) looked at professional and organizational commitment. To do this, Wallace employed a method of meta-analysis to cumulate and evaluate the correlation coefficients across a collection of studies that examined the relation between professional organizational commitment. The goal sought by utilizing this method was to identify all published empirical research that examined the relation between professional and organizational commitment, which has ties to Mowday, et al., and other studies previously discussed in this thesis on Mary Kay. Several criteria were used to determine which studies to include in the meta-analysis. The study resulted in identifying 25 correlations based on 8203 individuals. The results of the correlation indicated that the relationship between professional and organizational commitment was positive and strong. However, the findings suggested that the relationship between professional and

organizational commitment might vary across occupations. according to the degree of professionalism. and according to the individual's position or rank within the organization.

Wallace's study found relationships between professional and organizational commitment. With this thesis of Mary Kay looking at relationships between an identification construct and a commitment construct. Wallace's findings were applicable to the findings of this study. By utilizing Wallace's findings. and comparing those to the findings of this study. possible conclusions can be drawn as to relationships between two constructs of organizational commitment among the membership of Mary Kay.

Porter. Steers. Mowday. and Boulian (1974) focused on the attitude construct of organizational commitment. in addition to job satisfaction. and compared them against each other to determine why people stayed with an organization or why people left an organization. This study builds upon the previous work of Mowday. Porter. and Steers on organizational commitment. Mowday's Organizational Commitment Questionnaire (OCQ). which is under investigation in this thesis of Mary Kay. and the Job Descriptive Index (JDI) were administered to 84 individuals who where Psychiatric Technician Trainees employed by a major west coast hospital for the mentally retarded. The instruments were administered to the subjects at four different times during their training process. The results showed that the sample subjects were divided between those who stayed and those who left the training process. The primary purpose of this study was to study patterns in organizational commitment and job satisfaction across time. The results indicate that the attitudes held by the individuals were predictive of the group they fell under, "stayers or leavers." Those individuals who left the organization had less

favorable attitudes toward the organization than those individuals who stayed with the organization. These relationships seemed to grow stronger in their respective groups as time went forth through the training process.

This study related to the study of Mary Kay. inasmuch as this study employed the same construct that was utilized in the Mary Kay study. Previously mentioned literature has focused on the identification survey proposed to be utilized in the Mary Kay study. but this study looked at the other construct proposed to be utilized. Mowday's Organizational Commitment Questionnaire (OCQ). The overview of the OCQ is of value to this thesis in that the analysis provided a model by which to adapt the OCQ to relate to Mary Kay. The illustrations of high reliability and validity provided support for the choice of utilizing the OCQ as a methodology for this thesis determining correlations between the OIQ and OCQ within Mary Kay.

Wiener and Vardi (1980) looked at relationships between job. organization. and career commitments. Their study discussed and analyzed two areas of research based on behavioral outcomes and the magnitude of those outcomes across the occupational groups. Two samples were selected from the 141 participants. Similar to Mowday. et al.. Wiener and Vardi crafted a questionnaire utilizing questions that were aimed at job commitment. organizational commitment, career commitment. work effort. attachment to the organization. overall performance effectiveness, and job satisfaction. The comparative results showed that there were no differences between the two groups in terms of levels of commitment. It was expected that job commitment would be mostly associated with work effort and performance effectiveness, but organizational

commitment would be primarily related to attachment to the organization. The results of this study supported that claim.

This study, along with other studies on commitment and identification, related to the study of Mary Kay in that the Wiener and Vardi study found that organizational commitment was primarily related to an attachment the individual had to the organization. This finding may be viewed in terms of identification created to bolster the commitment and attachment that the individual may have with the organization. This played a part in the study of Mary Kay in its efforts to identify commitment and identification within the organization and what behaviors or practices contribute to those.

Combined OIQ and OCQ

Sass and Canary (1991) studied organizational commitment and identification, which combines the work of Cheney and Mowday, et al. Their study focused on a communication-based theory of identification. It showed that attitudinal commitment was conceptually and empirically similar to the product form of identification, despite their diverse theoretic origins. Several hypotheses were addressed and analyzed, based on a sample composed of 122 employees from six organizations located in southern California. The questionnaire examined organizational commitment and identification from four different areas. Organizational commitment was measured through the use of Mowday's Organizational Commitment questionnaire (OCQ). Organizational identification was measured through the use of Cheney's OIQ. These two constructs are the same two constructs under investigation in this thesis of Mary Kay. In addition to the OIQ and OCQ, job satisfaction was measured through the use of an abbreviated form of

the Smith, Kendall and Hulin Job Descriptive Index. Career commitment was measured using the Career Commitment Scale (CCS). Background information on the participants was measured using demographic questions. The 51-item questionnaire was formatted based on a seven-point, Likert-type scale. The results of the study showed that organizational identification and organizational commitment are intertwining concepts of a process and an outcome. Thus, the study concluded that identification should be revered as a process and commitment as an outcome of that process.

The Sass and Canary study related to this thesis in that Sass and Canary employed the use of the OIQ and OCQ as part of their methodology instrument. Their claims that the OIQ and the OCQ are collinear lends support for this thesis in its comparative examination of the two constructs as applied to the membership of Mary Kay. If it is determined that the two constructs are collinear, then perhaps each of these constructs would be better served if paired with other constructs designed to measure identification. This, and support from accepted literature illustrating that the possibility exits for identification and commitment to be collinear, impacted greatly on the discussion section of this study comparing the OIQ and OCQ as applied to the membership of Mary Kay.

Barge and Schlueter (1988) conducted a critical evaluation of organizational commitment and identification measures. The four measures discussed included: Mowday's Organizational Commitment Questionnaire (OCQ), Cheney's Organizational Identification Questionnaire (OIQ), Cook and Wall's Organizational commitment Instrument (OCI), and Hrebiniak and Alutto's Calculative Organizational Commitment Measure (COC). Barge and Schlueter looked at the four measures in terms of reliability and validity. They found that these four measures operationalized commitment and

identification differently. However, all of the measures have achieved acceptable levels of internal reliability and face validity, which lends credibility to the researchers and their previous work discussed in this review. There were differences in the convergent and predictive validity of the measures, but all were reviewed as reliable and developed methods of measuring identification and commitment.

This study had a direct impact on the study of Mary Kay in that this study examined the two constructs (Cheney's OIQ and Mowday's OCQ) being proposed to be utilized in the Mary Kay Study. The information contained in the Barge and Schlueter study, along with all the studies on identification and commitment discussed in this review, contributed to the credibility of the contructs which were utilized in the Mary Kay study. With reliability and validity proven as accepted levels of measure through the Barge and Schlueter study, there was a greater possibility that there was not any concerns regarding reliability or validity in the study of identification and commitment found among the membership of Mary Kay.

In summary, the literature suggests that organizational identification and organizational commitment as measured by the OIQ and the OCQ are very similar constructs. Both attempt to measure the degree to which an individual adopts the organization's attitudes and behaviors. The relevant literature reviewed here seems to highlight the effort on the part of the individual to help the organization succeed, and the desire of the individual to maintain the membership within the organization. Finally, the definitions of organizational identification and organizational commitment are interrelated.

The membership of Mary Kay Cosmetics offers an ideal field study opportunity to test the two constructs. The Mary Kay organization has a long- standing membership dating back to 1963 and the organization prides itself on its identifying qualities to the general public and its membership. This well-established and identifiable organization is an excellent study group in which to examine the organizational identification and/or commitment as measured by the OIQ and the OCQ.

Research Questions

When looking at the two constructs, Mowday's OCQ and Cheney's OIQ, as they apply to Mary Kay the question arises: What is the relationship between the Organizational Identification Questionnaire and the Organizational Commitment Questionnaire when applied to the membership of Mary Kay? Specifically, this thesis examined two research questions surrounding organizational identification and organizational commitment as they pertain to a Direct Sales Marketing company such as Mary Kay.

Research Question #1: Is there a relationship between the Organizational Identification Questionnaire (OIQ) and the Organizational Commitment Questionnaire (OCQ) for members of Mary Kay?

Research Question #2: Are there particular communicative practices/behaviors that may contribute to increased identification and/or commitment found among the membership of Mary Kay?

CHAPTER 3

METHODOLOGY

Cheney's Organizational Identification Questionnaire (OIQ) and Mowday's Organizational Commitment Questionnaire (OCQ) were combined and distributed in survey format to a sample population of Mary Kay employees that were selected to participate in the study. All participants completed the survey, and a sampling of those participants were selected to participate in face-to-face interviews. The interviews were conducted to ascertain information that may identify key communicative practices and behaviors that might contribute to identification and/or commitment as measured by the OIQ and OCQ. The purpose was to determine if the two constructs, the OIQ and the OCQ, measured similar phenomena and what communicative practices and behaviors may contribute to those phenomena. This study sought to collect both attitudes about organizational identification and organizational commitment and specific self-reporting communication behaviors. Thus, the method required the combination of a survey format with relevant identification and commitment scales as proposed through the use of the OIQ/OCQ. In addition, open-ended interviews were utilized to determine communicative practices/behaviors that may contribute to identification and commitment within the organization.

26

Sample

Today. Mary Kay Cosmetics has a sales-force comprised of over 750.000 Independent Beauty Consultants operating in thirty-seven countries worldwide. The sample for this thesis consisted of 55 Independent Mary Kay Beauty Consultants operating in southern Nevada. The 55 participants were selected from three Las Vegas Mary Kay units. The selection process consisted of: 1) Obtaining a list of Mary Kay units operating in the Las Vegas area from Mary Kay. 2) Contacting the unit directors and establishing a list of units willing to participate in the study. 3) Separating units into categories according to their meeting date. time and membership size. 4) Formulating list of units that were in close proximity. held their meetings at similar times, and on different days of the week. Three units were selected based upon this selection process according to their proximity. membership size, meeting date, time and location, and willingness to participate. On the dates of data collection. all members present were asked to participate on a volunteer basis. Between the three units, a total of 55 members were present and all agreed to participate in the completion of this survey.

With approximately 5.000 members located in the state of Nevada. this sampling represents approximately 1% of that population. All participants were female with ages ranging from 18 to 69. Their ethnicity was primarily Caucasian (84%, 46 out of 55 participants). with the majority (53%. 30 out of 55 participants) residing in the Las Vegas area over 8 years. and a preponderance of participants (69%, 38 out of 55 participants) reporting an annual income of $0 - $10.000 as shown in Tables 1, 2. 3.and 4. The 55 participants were asked to complete a survey questionnaire (See appendix A). Of those 55 participants. 10 were selected to be involved with face-to-face interviews, from which

the average length of membership with the organization was determined to be least 4.2

years (SD 3.4). The 10 participants for the interview portion of the study were selected

by picking names out of the 55 participants. The selection process consisted of: 1)

Obtaining an attendance sheet that listed the Mary Kay Consultants present on the date of

the data collection from each of the three unit directors who participated in the survey. 2)

Placing the 55 participant names into a container and drawing out 10 names. 3)

Contacting the directors to obtain the phone numbers for the 10 selected members

selected to participate in the interview process. 4) Contacting the 10 participants to

schedule their interview.

Participants

TABLE 1

Age

	Frequency	Valid Percent	Cumulative Percent
18 – 25	5	9.1	9.1
26 –39	30	54.5	63.6
40 – 49	12	21.8	85.5
50 – 59	4	7.3	92.7
60 – 69	4	7.3	100.0
Total	55	100.0	

TABLE 2

Ethnicity

	Frequency	Valid Percent	Cumulative Percent
American Native or Alaskan Native	1	1.8	1.8
African American	2	3.6	5.5
Hispanic	6	10.9	16.4
White	46	83.6	100.0
Total	55	100.0	

TABLE 3

Length of Residence in Las Vegas

	Frequency	Valid Percent	Cumulative Percent
0 -1 years	4	7.3	7.3
2 - 3 years	4	7.3	14.5
4 -5 years	9	16.4	30.9
6 - 7 years	8	14.5	45.5
Over 8 years	30	52.6	100.0
Total	55	100.0	

TABLE 4

Annual Mary Kay Income

	Frequency	Valid Percent	Cumulative Percent
$0 - $10,000	38	69.1	69.1
$10,001 - $20,000	5	9.1	78.2
$20,001 - $30,000	7	12.7	90.9
$30,001 - $40,000	3	5.5	96.4
Over $40,001	2	3.6	100.0
Total	55	100.0	

Measures

The measures for this thesis were comprised of additive scales in questionnaire format and face-to-face interviews. The questionnaire consisted of two sections: two self-reporting instruments and a set of demographic/background questions. Forty of the forty-five items were designed using a seven-point, Likert-type scale, where 7 = very strongly agree to 1 = very strongly disagree. The final five questions were designed as data collection devices utilized to obtain background information about the participants. The face-to-face interview questions were designed to compliment the survey data and seek out themes that specifically related to communicative practices and behaviors that may contribute to identification and/or commitment. (See appendix B)

Procedure

The procedure for this thesis involved this researcher solely collecting all data from three units of Mary Kay Beauty Consultants during March of 2002. Mary Kay and

the three unit directors approved of the study. It was stressed to the members that their participation was voluntary, anonymous, and confidential through the use of an informed consent form (See appendix C).

Written Questionnaire

Organizational Identification. Organizational Identification was measured by the 25-item Organizational Identification Questionnaire (OIQ) (Cheney, 1983b) formatted to apply to Mary Kay.

Organizational Commitment. Organizational Commitment was measured by the 15-item Organizational Commitment Questionnaire (OCQ) (Mowday et al., 1979) formatted to apply to Mary Kay. The two constructs, the OIQ and the OCQ were combined to create one questionnaire, which accounted for the first forty questions contained in the survey.

Background/demographics. The 5 remaining questions were designed as background/demographic questions. These questions addressed the participants' background by inquiring about their years living in the area, income, race, gender, and age.

Face-to-Face Interviews

The face-to-face interviews were conducted primarily to explore possible themes that may contribute to identification and/or commitment and complement the written survey data. The interview questions included a brief introduction to the project. The questions were designed to ascertain the perception of identification and/or commitment

as it pertained to their individual relationship with Mary Kay. Themes were sought from the responses to key questions asking about (1) communication channels and, (2) identifying behaviors.

The interviews were designed to last 15-30 minutes in length. As outlined previously, 10 of the 55 participants were selected to participate in the interview portion of the study. Each interview required approximately 15-30 minutes to complete. Interviews were scheduled at one-hour intervals, with an average of four per day.

The data collected from the interviews were coded by highlighting respondent's answers that pertained to the themes mentioned above: (1) communication channels and, (2) identifying behaviors. Respondent's answers were written down by this researcher in manuscript form, and data was collected from eleven pages of typed manuscript. Questions were designed in which recurring themes could be established through the coding of the respondent's answers. Although twelve questions were asked of the participants, only those questions that produced recurring themes through coding were utilized in the data analysis. The purpose of the interviews for this thesis was to establish general recurring themes that may contribute to the identification and/or commitment of the membership as illustrated by the established themes and OIQ/OCQ scores.

CHAPTER 4

RESULTS

The results of this study offer answers to the two research questions posed for this thesis. The research emphasis was on collected data from the written survey, which was complemented by the data obtained from the oral interviews. OIQ scores were correlated with OCQ scores with means and standard deviations listed to determine existence of correlation. Recurring themes found in the interviews were linked with individual OIQ and OCQ scores to address specific practices and behaviors that may contribute to high identification and commitment.

Construct Analysis

The standard 25-item Organizational Identification Questionnaire (OIQ) (Cheney, 1983b) was combined with the 15-item Organizational Commitment Questionnaire (OCQ) (Mowday et al., 1979). This step was taken for convenience purposes for the participants of the study. Rather than completing two separate surveys, one survey containing both constructs proved to be more convenient for the purpose of this study.

OIQ/OCQ scores were interpreted with the following formula. The responses to each item was measured on a 7-point scale with: 7=very strongly agree, 6=strongly agree, 5=agree, 4=neither agree nor disagree, 3=disagree, 2=strongly disagree, 1=very strongly

33

disagree. Nine items were negatively phrased, and therefore, scoring was reversed.

Results for the OIQ were summed and divided by 25 to arrive at an indicator of

organizational identification. Results for the OCQ were summed and divided by 15 to

arrive at an indictor of organizational commitment. The two constructs offered similar

ranges of scores of identification and/or commitment (OIQ, R= 4.4 – 6.6) (OCQ R=4.0 –

6.6). Thus, the two constructs, the OIQ and the OCQ, provided a fairly consistent

indicator of employee identification and/or commitment.

When applied to Mary Kay, this indicator held true. The results of the correlation

between the two constructs showed similar means and standard deviations. The OIQ

mean score was 5.96 (SD = .525) while the OCQ mean score was 5.80 (SD = .699). Both

constructs proved to be highly reliable as well. The Chronbach's alpha for the OIQ was

.91 while the Chronbach's alpha for the OCQ was .89. The alpha levels are consistent

with those levels found in the previous studies conducted utilizing the OIQ and/or the

OCQ (Sass and Canary 1991) (Miller, Allen, Casey and Johnson 2000) (Barge and

Schlueter 1988). These highly reliable and highly correlated statistics offer evidence of

the overall reliability and correlation of the two constructs. Table 5 shows the OIQ to be

collinear with the OCQ (r =.798, p < .000). The first research question for this thesis

asked, "Is there a relationship between the OIQ and the OCQ when applied to Mary

Kay?" The findings shown here, coupled with the similar means and standard deviations

found between the two constructs, answers the first research question by demonstrating a

very strong and positive correlation between the OIQ and the OCQ.

TABLE 5

Correlations

		OCQ	OIQ
OCQ	Pearson Correlation	1	.798**
	Sig. (2-tailed)	.	.000
	N	55	55
OIQ	Pearson Correlation	.798**	1
	Sig. (2-tailed)	.000	.
	N	55	55

**. Correlation is significant at the 0.01 level

Based on these findings, it is thereby determined that the two constructs did measure identification and commitment similarly, suggesting they are measuring the same phenomena.

The literature reviewed for this study also suggested a strong correlation between the two constructs utilized here (OIQ/OCQ) and between organizational identification and/or commitment (Sass and Canary 1991) (Miller, Allen, Casey and Johnson 2000). Similar to the Sass and Canary study, this study found a very strong and positive correlation between the OIQ and the OCQ. Furthermore, as Miller, et al found in their study, this study lends support to the notion that due to the similarities between the two constructs, they are perhaps more inclined to be measuring the same phenomena.

Given the previous studies conducted and the strong correlation between the two constructs utilized in this study, the results found here support the findings of other previous studies. This is further illustrated through the application of a paired-t test

between the OIQ and the OCQ (paired t test = .004), lending additional evidence that the two measures, the OIQ and the OCQ, are highly similar. Thus, as determined by the previous theoretic evaluations and the results found here, in answering the first research question; it appears that identification, as measured by the OIQ, and organizational commitment, as measured by the OCQ, are evaluating the same trends.

Thematic Analysis

The second research question was addressed through an exploratory examination of themes specifically relating to communication practices and behaviors that emerged from the interviews; then comparing those themes to individual OIQ and OCQ scores. The face-to-face interviews were conducted primarily to complement the written questionnaire and explore the interpretations of the survey data. The face-to-face interview questions were designed to seek out themes that specifically related to communicative practices and behaviors that may contribute to identification and commitment. Respondent answers were coded for each question as themes and commonalities were sought. The data collected from the interviews were coded by highlighting respondent's answers that pertained to the following themes: (1) communication channels and, (2) identifying behaviors. Twenty pages of written manuscript were drafted, and data was collected from eleven pages of typed manuscript.

Questions were designed in which recurring themes could be established through the coding of the respondent's answers. Although twelve questions were asked of the participants, only two questions that produced recurring themes through coding were utilized in the data analysis. A more in-depth utilization of the interview measure is

reserved for future research. The purpose of the interviews for this thesis was to establish general recurring themes that may contribute to the identification and/or commitment of the membership as illustrated by the established themes and OIQ/OCQ scores. Two commonalities were established through the data collection of the interview responses that pertained to the second research question posed in this study.

The first common theme emerged when respondents were asked, "What communication channels are most important to you and your Mary Kay business?" As reported by one of the interviewees whose OIQ score was 6.40 and OCQ score was 6.48, "The Applause Magazine from corporate headquarters in Dallas, Texas" (Interviewee #1) was the most important communication channel. The majority (8 of the 10 participants) also reported that the Applause Magazine, which is a monthly publication produced by the organization, as being the key channel of information to help their business and stay in touch with the organization and fellow members. The Applause Magazine appears to be a valuable tool to the organization to reaffirm the identification and commitment of the membership to the organization. Through this printed dialogue, the Mary Kay Organization is able to effectively communicate to the membership and provide a means of linking all members worldwide.

The second common theme emerged when respondents were asked, "With whom or what do you identify the most within Mary Kay?" As indicated by one of the interviewees whose OIQ score was 5.93 and OCQ score was 6.52; "The philosophy of enriching women's lives through the mission statement of God first, Family second, and Career third" (Interviewee #10) was what this individual identified with the most within Mary Kay. This endorsement was conveyed by a vast majority (9 of the 10 participants)

who also stated that the organization's mission statement, "God first. Family second. and Career third" was the key element they all identified with. This philosophy that Mary Kay has operated under since its inception in 1963 seems to appeal to its membership by creating an ideal that is desirable and identifiable with a majority of the membership of the organization, as indicated by this sampling. The identification with, and commitment to, this particular philosophy of emphasizing God first, Family second, and Career third appears to have an appeal that women can identify with and relate to in today's society.

These two themes, the Applause Magazine and the Organization's Mission Statement, were then compared to the individual survey scores. Through this comparison, two groups emerged. The first group, (group A), was comprised of 7 of the 10 participants. These members utilized the communicative practice of the organization's print medium, the Applause Magazine; and associated themselves with the communicative behavior of the organization's mission statement: God first, Family second, Career third. The second group, (group B), was comprised of 3 of the 10 participants. These members did not utilize the Applause Magazine and/or did not associate themselves with the organization's mission statement. When the members of these groups were compared to the individual survey scores, group A consistently had higher OIQ scores ranging from 5.93 to 6.60 and OCQ scores ranging from 6.00 to 6.52. Those scores found in group B had OIQ scores ranging from 5.13 to 5.60, and OCQ scores ranging from 5.52 to 5.92. These descriptive statistics provide support for the two themes that emerged from the interview analysis in the researchers effort to answer the second research question.

The findings from the demographic questions on the questionnaire also lend support to the findings from the interviews. Financial gain was not a theme that emerged from the interview questions as a primary motivating factor toward identification and/or commitment. This is supported by the demographic question from the survey in which 69.1% (38 of the 55 survey participants) stated an annual income from Mary Kay between $0 and $10.000. Furthermore. Mary Kay appears to structure its organization and communicative practices, which would include the print medium and organizational philosophy, to appeal to a specific age group as indicated by 63.6% (35 of the 55 survey participants) falling between the ages of 18-39. Overall, the themes that emerged from the interviews, the OIQ scores, the OCQ scores, and demographic data lends support to determine a response to the second research question.

The second research question asked. "Are there particular communicative practices/behaviors that may contribute to increased identification and/or commitment found among the membership of Mary Kay?" The findings shown here answer the second research question through the comparison of the themes and individual survey scores and overall responses. Therefore, it can be surmised that the practice of utilizing the organization's print medium and the memberships association with the organization's philosophical behavior may contribute to higher identification and commitment with the organization as indicated by this sampling and their high OIQ/OCQ scores.

CHAPTER 5

DISCUSSION

Summary

The literature review and the findings support the general view of this study: that

the Organizational Identification Questionnaire (OIQ) and the Organizational

Commitment Questionnaire (OCQ) are very similar constructs despite different

theoretical origins. Since the evaluation of literature and the employing methodology

were derived from the most widely accepted views of commitment and identification, it

appears valid to infer that the concept of identification is not distinctly different from the

concept of commitment. This inference is supported by other studies examined in the

literature review (Sass and Canary 1991) (Miller, et al.2000). Both constructs seek to

examine goals, values, effort, and membership of a given organization. This study found

that identification and commitment as measured by the OIQ and OCQ were collinear;

they are similar in design, verbiage, scaled response, and scoring criteria. Further, they

both showed very similar mean and standard deviation values as the two constructs were

compared to each other. Additionally, the study indicated that print mediums and

communicated philosophies might contribute to higher OIQ/OCQ scores.

The outcomes of the levels of identification and commitment among the

membership of Mary Kay appear to be highly positive and strongly correlated as

indicated by the means and standard deviations according to the scale utilized in the study. (OIQ M = 5.96, SD = .525) (OCQ M = 5.80, SD = .699). Thus, Mary Kay appeared to be an ideal field study to compare two widely held constructs to a highly identified and committed organization by illustrating that organizational identification and organizational commitment are the same phenomena when applied to the membership of Mary Kay.

The findings of this study, as applied to the membership of Mary Kay, showed there was a strong correlation between identification and commitment (r = .798). This finding is supported in the literature from studies such as: (Sass and Canary 1991) (Miller, et al.2000) and furthers their claims by providing evidence that these two constructs contain enough similarities to view them as equivalent measurement tools. Thus, the findings demonstrated there is a strong, positive correlation between identification and commitment when applied to the membership of Mary Kay. Therefore, it can be suggested that researchers should utilize the OCQ rather than the OIQ when measuring commitment. There appears to be ample evidence suggesting that the OIQ is heavily rooted in the structure of the OCQ and therefore too similar to the OCQ to be an effective measurement tool. Cheney's theories of identification are important concepts, but to test those concepts utilizing the OIQ may be erroneous due to the fact that the correlation between the two constructs is highly positive, and both seem to measure commitment rather than identification. Due to the longevity of the OCQ, the apparent roots that the OIQ has with the OCQ, and the apparent measurement of commitment of the part of both constructs, the OCQ may be viewed as a better construct to measure commitment.

As a compliment to the identification and/or commitment correlation. two items emerged as possible contributors to identification and/or commitment found within the organization. through the examination of exploratory interview data. This concept of collecting interview data. to be used in conjunction with survey data. is supported by the work of George Cheney (Cheney 1983a. 1983b). First. this study found that utilizing a print medium that is designed to fill the communication channels needed by the membership of a given organization may be an important communication element. Second. the communicative philosophy created by the organization. and adhered to by the membership of the organization. may contribute to the communicative promotion of the organization. Alone. these two items may or may not be determinate factors of high identification and commitment. However. this study indicated that through the combination of the print medium and adherence to a specific philosophy. identification and/or commitment appeared to hold higher OIQ/OCQ scores. Thus, the use of a combined effort between a print medium and the effective indoctrination of a philosophy on the part of an organization to the membership. may contribute to higher organizational identification and organizational commitment found among the membership of a given organization.

For Mary Kay. this study has some practical implications. First. this study has offered evidence that. according to the sampling of this study, the membership of Mary Kay is highly identified and committed to the organization. This was made visible due to the overall high scores of the membership when utilizing the OIQ and the OCQ (OIQ M = 5.96. SD = .525) (OCQ M = 5.80. SD = .699). To this extent, Mary Kay should be hesitant to alter its current organizational structure by any means other than by

enhancement, which is indicated in the second implication of this study. The second implication would involve the enhancement of the organizational structure. Data collected in this study indicated that the organization's print medium and organizational philosophy may hold a high appeal to the membership. By building on these, the organization may be able to expand its marketplace and enhance the identification and commitment of its membership. More research is recommended to determine if Mary Kay has been able to enhance their organization without deviating from their established organizational structure.

Limitations and Future Research

A one-time survey and interview period provides only a brief look at a complex organization such as Mary Kay. Repeating the study numerous times over an extended period of time would allow for the evaluation of the effects of change. This would be particularly helpful in understanding the relationship of identification, an immediate construct, to long-term commitment, a broader and deeper construct. A long-term study would also provide opportunities to evaluate the effects of changes in organizational levels among the membership and related work relationships as they progress through the various levels of organizational stature.

Further, utilizing a more in-depth interview question protocol would enable a greater range of content analysis to be applied to the organization when conducting a long-term study. The application of the interview protocol for this study was exploratory and the findings were somewhat focused because of the fact that the interview data was designated to be utilized as a compliment to the survey data.

The interview data for this study was collected simply to identify elements that may contribute to higher identification and commitment. A longer, more in-depth, and wider scope study would offer the opportunity for the interview concept to be explored further and in greater detail, allowing for further interpretation of the data in pursuit of why the elements identified in this study: the print medium (Applause Magazine) and communicative behavior (Organization's Mission Statement), may contribute to higher levels of identification and commitment. Thus, a more comprehensive interview protocol could be established to include questions regarding tenure and applicability of communicative practices/behaviors. This would allow for the opportunity for an expanded coding process to be utilized to evaluate the data collected in an extended, long-term study.

More significantly, however, this study reported on the organizational identification and/or commitment of only a small geographical region of the global reaching organizational structure of Mary Kay. Utilizing a larger, long-term study, the sample size would be greater and encompass a greater sampling of Mary Kay outside of the Las Vegas area. The benefit of a long-term study is depth of understanding. However, given the organizational structure of Mary Kay, it is rational to question the degree to which the findings of this study would be replicated in other geographic locations, on a long-term basis, utilizing a larger sample size within the membership of Mary Kay.

The literature review and the findings of this study have demonstrated the correlations between two widely accepted constructs of organizational identification and organizational commitment, the Organizational Identification Questionnaire (OIQ) and

the Organizational Commitment Questionnaire (OCQ). If there are to be determinations

of differences between identification and commitment. future research must continue

with vigor that perhaps may pair these constructs with other measurement constructs to

develop a conceptually sound measure of identification and commitment. This may offer

a definite distinction between the two concepts of identification and commitment. Until

then. it is the hope of this researcher that this study has served to illustrate the parallels

between the relationship of identification and commitment as measured by the

Organizational Identification Questionnaire (OIQ) and the Organizational Commitment

Questionnaire (OCQ) due to the fact that both constructs seem to be measuring

commitment rather than identification and/or commitment. Therefore. future researchers

would be advised to utilize the OCQ rather than the OIQ to measure commitment and

that the OIQ should not be utilized as a construct to measure identification and/or

commitment.

APPENDIX A

WRITTEN QUESTIONNAIRE

SURVEY

Directions: Think of your role as a member of Mary Kay Cosmetics. For each item below, select the answer that best represents your belief about or attitude toward Mary Kay Cosmetics. Please respond to all items. Mark only one response for each question. Your participation is voluntary and strictly confidential.

1. I would probably continue working for Mary Kay Cosmetics even if I didn't need the money.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

2. In general, the people employed by Mary Kay Cosmetics are working toward the same goals.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

3. I am very proud to be a member of Mary Kay Cosmetics.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

4. Mary Kay Cosmetic's image in the community represents me as well.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

5. I often describe myself to others by saying. "I work for Mary Kay Cosmetics" or "I am from Mary Kay Cosmetics."
   a) I agree *very strongly* with the statement.
   b) I agree *strongly* with the statement.
   c) I agree with the statement.
   d) I neither agree nor disagree with the statement.
   e) I disagree with the statement.
   f) I disagree *strongly* with the statement.
   g) I disagree *very strongly* with the statement.

6. I try to make on-the-job decisions by considering the consequences of my actions for Mary Kay Cosmetics.
   a) I agree *very strongly* with the statement.
   b) I agree *strongly* with the statement.
   c) I agree with the statement.
   d) I neither agree nor disagree with the statement.
   e) I disagree with the statement.
   f) I disagree *strongly* with the statement.
   g) I disagree *very strongly* with the statement.

7. We at Mary Kay Cosmetics are different from others in our field.
   a) I agree *very strongly* with the statement.
   b) I agree *strongly* with the statement.
   c) I agree with the statement.
   d) I neither agree nor disagree with the statement.
   e) I disagree with the statement.
   f) I disagree *strongly* with the statement.
   g) I disagree *very strongly* with the statement.

8. I am glad I chose to work for Mary Kay Cosmetics rather than another company.
   a) I agree *very strongly* with the statement.
   b) I agree *strongly* with the statement.
   c) I agree with the statement.
   d) I neither agree nor disagree with the statement.
   e) I disagree with the statement.
   f) I disagree *strongly* with the statement.
   g) I disagree *very strongly* with the statement.

9. I talk up Mary Kay Cosmetics to my friends as a great company to work for.
   a) I agree *very strongly* with the statement.
   b) I agree *strongly* with the statement.
   c) I agree with the statement.
   d) I neither agree nor disagree with the statement.
   e) I disagree with the statement.
   f) I disagree *strongly* with the statement.
   g) I disagree *very strongly* with the statement.

10. In general. I view Mary Kay Cosmetic's problems as my own.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

11. I am willing to put in a great deal of effort beyond that normally expected in order to help Mary Kay Cosmetics be successful.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

12. I become irritated when I hear others outside Mary Kay Cosmetics criticize the company.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

13. I have warm feelings toward Mary Kay Cosmetics as a place to work.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

14. I would be quite willing to spend the rest of my career with Mary Kay Cosmetics.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

15. I feel that Mary Kay Cosmetics cares about me.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

16. The record of Mary Kay Cosmetics is an example of what dedicated people can achieve.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

17. I have a lot in common with others employed by Mary Kay Cosmetics.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

18. I find it difficult to agree with Mary Kay Cosmetic's policies on important matters relating to me.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

19. My association with Mary Kay Cosmetics is only a small part of who I am.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

20. I like to tell others about projects that Mary Kay Cosmetics is working on.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

21. I find that my values and the values of Mary Kay Cosmetics are very similar.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

22. I feel very little loyalty to Mary Kay Cosmetics.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

23. I would describe Mary Kay Cosmetics as a large "family" in which most members feel a sense of belonging.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

24. I find it easy to identify with Mary Kay Cosmetics.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

25. I really care about the fate of Mary Kay Cosmetics.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

26. I am willing to put in a great deal of effort beyond that normally expected in order to help Mary Kay Cosmetics be successful.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

27. I talk up Mary Kay Cosmetics to my friends as a great organization to work for.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

28. I feel very little loyalty to Mary Kay Cosmetics.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

29. I would accept almost any type of job assignment in order to keep working for Mary Kay Cosmetics.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

30. I find that my values and Mary Kay Cosmetic's values are very similar.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

31. I am proud to tell others that I am part of Mary Kay Cosmetics.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

32. I could just as well be working for a different organization as long as the type of work was similar.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

33. Mary Kay Cosmetics really inspires the very best in me in the way of job performance.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

34. It would take very little change in my present circumstances to cause me to leave Mary Kay Cosmetics.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

35. I am extremely glad that I chose Mary Kay Cosmetics to work for over others I was considering at the time I joined.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

36. There's not too much to be gained by sticking with Mary Kay Cosmetics indefinitely.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

37. Often, I find it difficult to agree with Mary Kay Cosmetic's policies on important matters relating to its employees.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

38. I really care about the fate of Mary Kay Cosmetics.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

39. For me this is the best of all possible organizations for which to work.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

40. Deciding to work for Mary Kay Cosmetics was a definite mistake on my part.
    a) I agree *very strongly* with the statement.
    b) I agree *strongly* with the statement.
    c) I agree with the statement.
    d) I neither agree nor disagree with the statement.
    e) I disagree with the statement.
    f) I disagree *strongly* with the statement.
    g) I disagree *very strongly* with the statement.

41. I have resided in Las Vegas for:
    a) 0 – 1 year
    b) 2 – 3 years
    c) 4 – 5 years
    d) 6 – 7 years
    e) over 8 years

42. My annual income from Mary Kay Cosmetics is:
    a) $0 to $10,000
    b) $10,001 to $20,000
    c) $20,001 to $30,000
    d) $30,001 to $40,000
    e) $40,001 to $50,000
    f) over $50,001

43. I best associate my race with: (check one)
    a) American Native or Alaskan Native
    b) Asian or Pacific Islanders
    c) African American
    d) Hispanic
    e) White

44. What is your sex?
    a) male
    b) female

45. What is your age?
    a) 18 – 25
    b) 26 – 39
    c) 40 – 49
    d) 50 – 59
    e) 60 – 69
    f) 70 - above

APPENDIX B

FACE-TO-FACE INTERVIEWS

FACE-TO-FACE INTERVIEWS

Directions: (To be read by the interviewer to the interviewee) Think of your role as a member of Mary Kay Cosmetics. The following statements that I will read to you represent possible communicative events that, as a member of Mary Kay Cosmetics, may relate to you. With respect to your own feelings and experiences with Mary Kay Cosmetics, please respond openly to each statement I read to you by crafting your answer to best describe your history with Mary Kay. Your participation is voluntary and strictly confidential.

1. How long have you been associated with Mary Kay?

2. Why did you join Mary Kay Cosmetics?

3. How long do you plan to stay with Mary Kay Cosmetics? Why?

4. How much time do you spend working with Mary Kay Cosmetics? How is your time divided?

5. How often do you interact with other Mary Kay Cosmetics representatives? What is the nature of that interaction?

6. What level in Mary Kay are you? (Consultant, Star Consultant, Director etc...)

   What did you have to do to reach your level?

7. How often do you attend Mary Kay functions? What is the nature of those functions? (training, social, business etc...)

8. What communication channels are most important to you and your Mary Kay business? (newsletters, meetings, events, correspondence from Mary Kay headquarters, etc...)

9. With whom or what do you identify the most within Mary Kay? (person, product, communicative message, etc...)

10. What does it mean to you to be identified with Direct Sales Marketing?

11. What does it mean to you to be identified with Mary Kay Cosmetics?

12. What do you feel is the key to continued growth within Mary Kay?

APPENDIX C

INFORMED CONSENT

UNIVERSITY OF NEVADA, LAS VEGAS

Hank Greenspun School of Communications

INFORMED CONSENT

The survey you are about to complete is on Independent Mary Kay Beauty Consultant views of Mary Kay Cosmetics. My name is Phil Oviatt and I am conducting this project as partial completion for a Master's Thesis in the Hank Greenspun School of Communication at the University Nevada Las Vegas under the direction of Anthony J. Ferri, Ph.D.

In this survey, there are 45 statements about Mary Kay Cosmetics and scaled responses. Also, included are a few background questions about you (income, age, race, etc...).

Please understand that your participation in this research is voluntary and you are free to withdraw at any time during the study. The information you provide will be held in strict confidence by the researcher. At no time will your name be reported along with your responses. All data will be reported in group form and only for statistical purposes.

If you have any questions regarding this study you may contact Dr. Anthony J. Ferri at 895-1371. If you have any questions regarding the rights of research subjects you may contact the Office for the Protection of Research Subjects at 895-2794.

BIBLIOGRAPHY

Ash, M. K. (1987, 1981) <u>Mary Kay</u>. New York: Harper & Row, Publishers, Inc.

Ash, M. K. (1984) <u>Mary Kay On People Management</u>. New York: Warner Books.

Barge, J.K., & Schlueter, D. (1988). A Critical Evaluation of Organizational Commitment and Identification. <u>Management Communication Quarterly, 2,</u> 116-133.

Bullis, C. and Wackernagel, B. (1989). Socialization Turning Points: An Examination of   Change in Organization Identification . <u>Western Journal of Speech Communication, 53.</u> (3), 273-293.

Cheney, G. (1983a) The Rhetoric of Identification and the Study of Organizational Communication. <u>The Quarterly Journal of Speech, 69</u> (2) 143-158.

Cheney, G. (1983b) On the Various and Changing Meanings of Organizational Membership: A Field Study of Organizational Identification. <u>Communication Monographs, 50,</u> 342-362.

Cheney, G. and Tompkins, P. K. (1983) Account Analysis of Organizations: Decision Making and Identification. <u>Communication and Organizations</u>. Beverly Hills, CA: Sage Publishing, 123-145.

Cheney, G. and Tompkins, P. K. (1987) Coming to Terms with Organizational Identification and Commitment <u>Central States Speech Journal, 38,</u> (1), 1-15.

Eisenberg, E., Monge, P. R., and Miller, K. I. (1983) Involvement In Communication Networks As A Predictor of Organizational Commitment. <u>Human Communication Research, 10,</u> (2) 179-201.

Heller, F., Pusic, E., Strauss, G., and Wilpert, B. (1998) <u>Organizational Participation: Myth and Reality</u>. New York: Oxford University Press.

Knudson, H. R., Fleenor, C. P, and Callahan, R. E. (1986) <u>Understanding Organizational Behavior: A Casebook</u>. Columbus, Ohio: Charles E. Merrill Publishing Co.

Miller, V. D., Allen, M., Casey, M. K., and Johnson, J. R. (2000) Reconsidering the Organizational Identification Questionnaire. Management Communication Quarterly, 13, (4) 626-658.

Morris, J.H., & Steers, R.M. (1980). Structural Influences on Organizational Commitment. Journal of Vocational Behavior, 17, 50-57.

Mowday, R. T., Steers, R. M., and Porter, L. W. (1979) The Measurement of Organizational Commitment. Journal of Vocational Behavior, 14, 224-247.

Porter, L.W., Steers, R.M., Mowday, R.T., & Boulian, P.V. (1974). Organizational Commitment, Job Satisfaction, and Turnover Among Psychiatric Technicians. Journal of Applied Psychology, 59, 603-609.

Pratt, M. G. (2000). The Good, The Bad, and the Ambivalent: Managing Identification among Amway Distributors. Administrative Science Quarterly, 45, (3) 456 – 493.

Rubin, R. B., Palmgreen, P. and Sypher, H. E. (1994) Organizational Identification Questionnaire. Communication Research Measures: A Sourcebook. New York: The Guilford Press, 268-272.

Russo, T. C. (1998) Organizational and Professional Identification: A Case of Newspaper Journalists. Management Communication Quarterly, 12, (1). 72-111.

Sass, J. S. and Canary, D. J. (1991) Organizational Commitment and Identification: An Examination of Conceptual and Operational Convergence. Western Journal of Speech Communication, 55, (3). 275-293.

Scott, C. R. (1997) Identification with Multiple Targets in a Geographically Dispersed Organization. Management Communication Quarterly, 10, (4), 491-522.

Scott, C. R., Cheney, G., and Corman, S. R. (1998) Development of a Structurational Model of Identification in the Organization. Communication Theory, 8, (3). 298-336.

Staw, B. and Cummings, L. L. (1990) Personality and Organizational Influence. Greenwich, Connecticut: JAI Press, Inc.

Tahaney, S. M. (2000) Living a Rich Life: Achieving Personal, Financial and Spiritual Abundance Following Mary Kay's Laws of Living Rich. Dallas, Texas: Mary Kay, Inc.

Tompkins, T. C. (2001) Cases in Management and Organizational Behavior Upper Saddle River, New Jersey: Prentice Hall.

Wallace. J.E. (1993). Professional and Organizational Commitment: Compatible or Incompatible? Journal of Vocational Behavior, 42, 333-349.

Wiener. Y., & Vardi. Y. (1980). Relationships Between Job. Organization. and Career Commitments and Work Outcomes – An Integrative Approach. Organizational Behavior and Human Performance, 26, 81-96.

Yukl. G. A. (1989) Leadership in Organizations. Englewood Cliffs. New Jersey: Prentice Hall.

Zikmund. W. G.. Middlemist. R. D.. and Middlemist. M. R. (1995) Business: The American Challenge for Global Competitiveness Burr Ridge. Illinois: Austen Press. 46. 350.

VITA

Graduate College
University of Nevada. Las Vegas

Philip Clark Oviatt

Local Address:
        9024 Square Knot Ave
        Las Vegas. Nevada 89143

Degrees:
        Bachelor of Arts. Communication. 2000
        University of Nevada, Las Vegas

Thesis Title:
        The Measurement of Organizational Identification and Organizational
Commitment   Found Among the Membership of Mary Kay Cosmetics

Thesis Examination Committee:
        Chairperson. Dr. Anthony J. Ferri. Ph.D.
        Committee Member. Dr. Beth Semic. Ph.D.
        Committee Member. Dr. Loril Gossett. Ph.D.
        Graduate Faculty Representative. Dr. Dina Titus. Ph.D.

63