

JOB STATUS STUDY OF OKLAHOMA STATE UNIVERSITY
FASHION MERCHANDISING GRADUATES,
1961-70

By

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1969

Submitted to the Faculty of the Graduate College
of the Oklahoma State University
in partial fulfillment of the requirements
for the Degree of
MASTER OF SCIENCE
May, 1971

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ACKNOWLEDGEMENTS

I would like to thank my advisors: Dr. Donice Kelly for her guidance and suggestions during the writing of this thesis; Mrs. Kathryn Greenwood for her encouragement and direction in the planning of the research and analysis. I would also like to thank Dr. John Wagle for serving as a member of my committee.

My deepest appreciation goes to my parents. First, I thank my father, who has always freely given me his love, reassurance, and financial aid. Secondly, I thank my mother for being the one person in my life who believes that I can do anything; thus, she has given me the confidence to reach out on her faith and assurance.

I would also like to thank my special friend, Judy Brooks, who taught me more with her life than all the hours in the classroom could ever have done. Her concern gave me the direction I had long been seeking and helped me establish my lifelong priorities. It was because of her, that graduate school was a period in which I learned who was first in my life--my God.

"Only fear the Lord, and serve Him in truth with all your heart; for consider how great things He hath done for you."
--(I Samuel 12:24)

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CHAPTER I

INTRODUCTION

Male domination of the business world is an established fact in the United States. However, women are proving that business is a woman's as well as a man's realm. Economics alone shows the impossibility of an all male business world. As early as 1945, women controlled not only 65 percent of the nation's wealth but also did the majority of the nation's buying. Even then the need for women in business was evident, especially in organizations handling women's products.¹

Women have begun to be noticed in the higher business echelons as equal competitors; the inequality gap is being closed. In 1953, Simone de Beauvoir said:

It is through gainful employment that woman has traversed most of the distance that separated her from the male; and nothing can guarantee her liberty in practice. Once she ceases to be a parasite, the system based on her dependence crumbles; between her and the universe there is no longer any need for a masculine mediator.²

Conditions have never been more favorable than now for women to advance to executive positions. The development of shopping centers has increased the need for people to do "head-work" instead of

¹Doree Smedley and Lura Robinson, Careers in Business For Women (New York, 1945), pp. 17-20.

²Simone de Beauvoir, The Second Sex (New York, 1953), p. 679.

"hand-work." As early as 1957, there existed one manager for every eight people. Businesses are eager to fill these jobs with capable people regardless of their sex.³

The retail trade is one of the top three major industrial groups hiring the largest proportion of women to men and is preceded only by services and financial institutions. In 1967, 43 percent of those employed in the retail trade were women. The number of women in the field is increasing rapidly. In the four-year period of 1964-68, the increase was 24.8 percent for women employed in general merchandise stores alone.⁴

The Problem

Merchandising offers not only a great number of executive opportunities but also the possibility for rapid advancement into such positions. Simply stated, "there are few business fields in which women have such prospects for getting ahead as in retail trade stores."⁵ The purpose of this study was to identify and describe the job status of Oklahoma State University Clothing, Textiles, and Merchandising graduates for the years 1961-70 who were employed in merchandising during the fall of 1970.

With larger numbers of students entering college each year, added responsibilities are placed on educators in guiding these students in

³Frances Maule, Executive Careers For Women (New York, 1957), pp. 40-53.

⁴U. S. Department of Labor, Women's Bureau, 1969 Handbook on Women Workers, Bul. No. 294 (Washington, D. C., 1970), pp. 100-163.

⁵Careers Ahead For College Women, Vol. 52, No. 1 (Boston, 1959), p. 15.

the selection of a profession as well as in their academic preparation for a career. This study, which dealt with the responsibilities and characteristics of merchandising positions, should aid students, counsellors, and teachers in understanding opportunities, responsibilities, and organization of the merchandising profession today. It was also anticipated that the information gained from the study would provide background information useful in evaluating the job status of retail employees by both employees and employers.

Limitations

Sampling Universe--The sampling universe for the study was limited to 1961-70 graduates from the Department of Clothing, Textiles, and Merchandising in the College of Home Economics at Oklahoma State University and findings should not be generalized to other populations.

Employment--Current employment in the field of merchandising was required for women in the sample.

Job Status--Identification of this concept was confined to the objective factors of responsibilities, individual employment factors, and store information surrounding a position as reported by the individual holding that position.

Definition of Terms

Bonus or Commission--An extra dividend paid to the employee out of accumulated profits in addition to the regular wages or salary.

Buying Function--The work involved in anticipating customer demand and procurement of goods to satisfy this demand in a narrow line of goods.

Current or Present--Interchangeable terms used to indicate employment, salary, or position status at the time of this study.

Hierarchy--The systematic arrangement of employees in terms of rank by the employer.

Job Status--One's position in relation to others in an employment hierarchy.

Job Title--A descriptive name for a person holding a position in an organization.

Management Level I--Job status of persons involved in either the management of a store or in the anticipation and procurement of goods to satisfy customer demands.

Management Level II--Job status of persons who perform duties in the buying function under the guidance of the department superiors.

Management Level III--Job status of persons whose primary responsibilities are in direct sales.

Merchandising--The management of that part of the buying-selling cycle involved in estimating customer requirements and procurement of goods to satisfy that requirement.

Retailing--The work of functionaires--buyers, assistants, and managers--in the process of distribution of products to consumers.

Southwest--That portion of the United States which includes Oklahoma, Texas, Kansas, and Missouri.

CHAPTER II

BACKGROUND FOR THE STUDY

Manpower in the United States in September, 1970 was composed of 82.5 million persons⁶ of whom 27.9 million were women. However, the number of women executives was no higher than it was ten years ago.⁷ Businesses show that twelve percent of employed men are executives while only one-half of one percent of employed women are executives.⁸ A 1969 Harvard Business School study of 1000 industrial executives, all of whom were men, found that 41 percent of these men had reservations concerning women executives.⁹

In a 1969 survey conducted by Business Week, it was discovered that,

Except in industries with special needs, a woman rarely rises beyond middle management--and she has to be better than her male competitor if she wants to go even that far. . . . And typically she earns less . . .¹⁰

⁶U. S. Department of Labor Bureau of Labor Statistics, Employment and Earnings and Monthly Report on the Labor Force, October, 1970, p. 10.

⁷U. S. Department of Labor, Women's Bureau, 1969 Handbook on Women Workers, Bul. 294 (Washington, D. C., 1970), pp. 100-163.

⁸U. S. Department of Census, Statistical Abstract of the United States: 1970, 91st ed. (Washington, D. C., 1970), pp. 225-234, 326, 734.

⁹"Women at the Top," Newsweek, Vol. 67 (June 27, 1966), pp. 76-78.

¹⁰"For Women, A Difficult Climb to the Top," Business Week (August 2, 1969), p. 42.

In 1968, the U. S. Census Bureau reported that of the 1.2 million persons listed as "managers, officials, and proprietors" four times as many men as women earned over \$5000 per year. The Women's Bureau of the Department of Labor reported in 1969 that "at all levels of educational attainment, the median income received by women is substantially below the median income of men."¹¹

In addition to a salary discrepancy which may be as much as one-half the amount paid to male counterparts¹² women are faced with a more subtle expression of unequal treatment--job title. Women executives often perform exactly the same duties as their male peers, yet will be awarded a lower job title in the organizational hierarchy.¹³

Progress is being made toward upgrading the job status of women in business. Today women are more career minded than they were even a generation ago. They are aided by the lack of men to fill vacant positions in expanding industry and business and by the Civil Rights Bill which is designed to prevent discrimination because of sex,¹⁴ In some cases, femininity is being recognized to be of positive value. For example, Sister Margaret Reilly said,

There are still some areas of the professional world where qualified women have a difficult time being accepted. Nevertheless, women are taking more prominent places in both the professional and business world. This does not indicate that women are forgetting their traditional role in the family, nor losing their femininity and trying to take on the male

¹¹U. S. Department of Labor, Women's Bureau, p. 139.

¹²Ibid., pp. 100-169.

¹³Tyrus Hillway, Research (Boston, 1964), pp. 187-210.

¹⁴Joseph J. Ramularo, "Women at the Top--the Record, the Obstacles, the Outlook," Management Review, Vol. 56, No. 8 (August, 1967), pp. 55-58.

image. . . . Precisely the opposite is occurring. . . . Perhaps, in the early days a woman in business had to try so hard to compete that she took on the manners of her male associates. Today, she no longer competes under the stigma of this image. Therefore, she is able to bring to the professional world a distinctly feminine touch . . . [which is] no excuse for incompetency.¹⁵

Women in Merchandising

Through the years, the highest percentage of women to men employed in industry has been in the following order: services, financial institutions, and retail trade. Of the three, retailing offers many opportunities for executive achievement for women because of the large number of positions available in this field. Between 1940 and 1967, the percentage of workers who were women employed in retailing rose sharply from 31 percent to 43 percent. Of the total number of women who were self-employed in the United States in 1968, two-thirds were employed in merchandising.¹⁶

Retailing was one of the first fields women entered. Mary Walls reported on the history of retail merchandising for women as follows,

Raising garden seeds and keeping dame schools are the first recorded money-making occupations for American women outside the home, but immediately on the heels of these came 'tending store.' Retailing was the earliest economic territory conquered by women and it has remained their territory.¹⁷

Retailing is the third largest industry in the United States¹⁸;

¹⁵"Women in the Business World," Personnel Journal, Vol. 46, No. 6 (June, 1967), p. 380.

¹⁶U. S. Department of Labor, Women's Bureau, pp. 100-163.

¹⁷Mary Walls, "Retail Merchandising," in Doris E. Fleishman, An Outlook of Careers for Women (Garden City, New York, 1929), p. 443.

¹⁸Alice Gore King, Career Opportunities for Women in Business (New York, 1963), pp. 72-79.

consequently, it provides a large number of positions. Women reaching the top are generally not looking for a job but for a life's work.¹⁹ Women seem to excel in the fields because they innately know the reactions and interests of other women better than men.²⁰ The majority of customers are women; therefore, a woman's opinion and judgment is respected.²¹ Alice King wrote that retailing is a "made-to-order field for women."²²

A retailing trainee generally begins with a selling job and moves up the hierarchy to a buying position in direct proportion to ability. Buying is a highly paid position with buyers usually receiving a salary plus bonus.²³ These salaries continue to show increases. The Women's Bureau of the U. S. Department of Labor reported that yearly earnings for women in retailing in 1964 was second only to women in chemistry, mathematics, and statistics with the difference being less than \$700 per year.²⁴ The U. S. Department of Census reported a 6.6 percent rise in the 1968-69 salary over the 1967-68 figure.²⁵ In 1969, the average beginning salary for women who had completed the Bachelor of Science degree in retailing was \$601 per month and reflected an increase of 30 percent over the 1968 figure. The Department of Labor further

¹⁹Walls, pp. 443-445.

²⁰Smedley and Robinson, pp. 17-20.

²¹Aimee Buchanan, The Lady Means Business (New York, 1942), pp. 37-39.

²²King, p. 79.

²³Careers Ahead for College Women, pp. 14-20.

²⁴U. S. Department of Labor, Women's Bureau, pp. 100-163.

²⁵U. S. Department of Census, pp. 225-234, 326, 734.

stated that the number of buyers and department heads is expanding for both sexes.²⁶

Even though there are a large number of executive positions for women in retailing, there are more women executives where middle and top management meet than in top positions. In 1969, William Burston of the National Retail Merchants Association defined the number of women in top executive ranks as "infinitesimal." He stated further that even though women in retailing were fairly treated in terms of income when compared to other industries,²⁷ experts found that in 1968 only 1.8 percent of the women as compared to 19.7 percent of the men in retailing earned more than \$10,000 per year.²⁸ Even in middle management, where the top position is merchandise manager, women compose only 20 percent of the middle managers. This should not be true according to Mr. Burston, "women should own this business They have far more sense about it than men."²⁹

Job Status

Studies of the position of men and women in a given occupation often begin with a description of job status or the perceived relationship of a person to others in his occupation. Lasswell has stated that job status is "a comparative phenomenon. For the status of any given

²⁶U. S. Department of Labor, Women's Bureau, pp. 100-163.

²⁷"For Women, A Difficult Climb to the Top," Business Week (August 2, 1969), pp. 42-46.

²⁸U. S. Department of Census, pp. 225-234, 326, 734.

²⁹"For Women, A Difficult Climb to the Top," p. 46.

person to have meaning, it must express a comparison with others."³⁰

In business, each organization has a status structure which is the "total structure of an organization including a hierarchical pattern of rights and duties."³¹ As one progresses, his status in a company is changed. Svalastoga describes one's job status as, "the degree to which a person possesses characteristics more or less universally desired by the group but not universally available to group members."³²

Status symbols are used to communicate this change in status to others in the organization. These symbols may include salary, authority, job title, or anything that communicates the rank of a person to his fellow employees.³³

In society, status can either be ascribed (assigned with respect to innate differences or abilities) or achieved (open to individual achievement).³⁴ In business, the latter generally prevails.

Different types of work are not given equal status rights in a status structure.³⁵ "Status judgments are made by comparing individuals against certain standards or criteria."³⁶

Sociologist Bernard Barber has written that the two dimensions

³⁰Thomas E. Lasswell, Class and Stratum (Dallas, 1965), p. 42.

³¹Micheal C Mound, "The Concept of Status as Practised in Business Organizations," MSU Business Topics, Vol. 16, No. 4 (Autumn, 1968), p. 8.

³²Kaare Svalastoga, Prestige, Class, and Mobility (London, 1959), p. 11.

³³Ibid., pp. 11-18.

³⁴Ralph Linton, The Study of Man (New York, 1936), pp. 115-131.

³⁵Mound, pp. 7-20.

³⁶Hillway, p. 9.

usually used in making these judgments are knowledge and responsibility.

The greater the amount of knowledge or responsibility or the two in combination required for performance in a given role, the higher the stratification position of the incumbent of that position.³⁷

A higher evaluation of a position is accompanied by reward, usually in the form of income. Built into a system, rewards constitute the rights of a position and its accomplishments and prerequisites. Functionally, positions are scarce; therefore, power and prestige are attached to the positions as well as high rewards.³⁸

To determine one's position in a hierarchy, education is generally used together with income to establish that position.³⁹ "Educational achievement is the main source of occupational achievement in a bureaucratized society."⁴⁰

It is through education that one gains knowledge, skills, and ideas necessary for performing a given role.⁴¹ According to Turner,

To most Americans, education means a great deal more than just socialization. It means access to specialized knowledge and techniques which enable the educated person to achieve his goals in life more easily and more enjoyably than the uneducated person can. Education does not so much provide

³⁷ Bernard Barber, Social Stratification (New York, 1957), p. 25.

³⁸ Kingley Davis and Wilbert E. Moore, "Some Principles of Stratification," in Reinhard Bendix and Seymour Martin Lipset, Class, Status, and Power, 2nd ed. (New York, 1966), pp. 46-72.

³⁹ Albert J. Reiss, Jr., Occupations and Social Status (New York, 1961), pp. 22-38.

⁴⁰ Irving S. Folsadare, "A Clarification of 'Ascribed Status' and 'Achieved Status,'" Sociological Quarterly, Vol. 10 (Winter, 1969), pp. 53-61.

⁴¹ Barber, pp. 3-27.

what is good in itself as it provides skills necessary to compete for the real prizes in life.⁴²

Education is one of the most important determinants of how a person will live and what chance he will have in achieving his goals. Through education, he can distinguish himself through specialized skills.⁴³

Gillespie's investigation in 1959 described the educational qualifications that executives in ten organizations felt would best prepare young people to become future executives in retailing. Good work habits, general enthusiasm and interest, and confidence ranked high as desirable personal qualities. In terms of human relations, leadership ability was most important. General intelligence and mental alertness ranked at the top for desirable intellectual and educational attributes. Retailing aptitude, being retail career-minded, and work experience ranked highest when considering experience and interests necessary for future executives.⁴⁴

Descriptive Studies

Descriptive studies are used to obtain facts about a certain situation. Good has stated,

Descriptive surveys may include present facts or current conditions concerning the nature of a group of persons, a number of objects, or a class of events, and may involve

⁴²Ralph H. Turner, "Modes of Social Assent Through Education," in Reinhard Bendix and Seymour Martin Lipset, Class, Status, and Power, 2nd ed. (New York, 1966), p. 456.

⁴³Ibid., p. 403.

⁴⁴Karen R. Gillespie, "Education for Potential Retailing Executives." (unpublished Ed.D. dissertation, Columbia University Teachers College, 1959), pp. 62-85.

induction, analysis, classification, enumeration, or measurement.⁴⁵

The form used in descriptive studies may be either a survey or status study. Usually a large number of traits or characteristics are covered.⁴⁶ When possible, valid generalizations are concluded from discovered facts.

Reliability increases with the size of the sample.⁴⁷ However, Selltiz indicated that accurate and reliable results concerning attitudes and behavior can be made without studying each group member.⁴⁸

Results obtained from status studies are classified according to similarities or dissimilarities to provide economy of thought. This yields useful classes, a logical order and system, and standard observations. It also creates classes through discrimination.⁴⁹

⁴⁵Carter V. Good, Introduction to Educational Research (New York, 1963), p. 244.

⁴⁶Ibid., pp. 244-270.

⁴⁷Hillway, pp. 187-210.

⁴⁸Claire Selltiz, et al., Research Methods in Social Relations (New York, 1962), pp. 60-76.

⁴⁹Good, pp. 244-270.

CHAPTER III

METHODS AND PROCEDURES

Design of the Study

This study attempted to identify and describe the job status of the 1961-70 Clothing, Textiles, and Merchandising graduates of Oklahoma State University who were currently employed in merchandising. To accomplish the objective of the study, job status data concerning these graduates were collected and analyzed.

The sampling universe included all Bachelor of Science Clothing, Textiles, and Merchandising graduates from the College of Home Economics at Oklahoma State University for the years 1961-70. The names of these graduates were obtained from the Clothing, Textiles, and Merchandising department files. In order to determine which individuals were employed in merchandising, the listing of their addresses and places of employment was made as current as possible by utilizing other sources of alumni information. These sources included the Home Economics Alumni Office, Oklahoma State University Alumni Office, and personal information obtained from individuals. (See Appendix A.)

Each of the 230 women identified in this manner was mailed a double postcard on which she was to indicate her present employment status and correct mailing address. (See Appendix A.) In an effort to increase response, a newsletter published by the Clothing, Textiles, and Merchandising Promotions class was offered to each respondent who

returned the completed card. The newsletter contained information about fashion, awards and recognition of past graduates, a calendar of events for the department, and news of recent graduates.

A total of 126 useable postcards were returned. Ten other postcards were returned because of inability to locate correct addresses. Of those women responding, 41 indicated that they were currently employed in merchandising and related fields; the final sample consisted of these 41 women.

The Questionnaire

The questionnaire was designed to provide an objective means for identifying job status. The questions were formulated to determine what position each woman held in her particular store's job title hierarchy as well as factors relating to that position. Separate sections were devoted to the duties involved in merchandising positions, information about employing stores, and factors influencing job success. The questionnaire was pretested by administering it to several women in merchandising and appropriate corrections and modifications were made.

The final two-page questionnaire with accompanying cover letter and postage paid return envelope was mailed to each woman in the sample. (See Appendix B.) Questions were worded so respondents could check their answers whenever possible. This reduced the time required by respondents for answering the questions. It also aided in the analysis of the data. Two weeks were allowed for completion and return of the questionnaire after which a follow-up postcard was mailed. The final deadline for return of the completed questionnaire was one week from the date the follow-up postcard was mailed.

Data from all returned questionnaires were used. The respondents were classified as either Management Level I, II, or III according to their present position as determined by their employing store's job title hierarchy. Responses to the remaining questions were reported on the basis of the total number of women participating in the survey.

Analysis of Data

The responses from the 31 returned questionnaires were compiled and analyzed. Due to the small size of the sample, simple numerical computations and statistics based on percentages were used to interpret the data.

CHAPTER IV

FINDINGS AND ANALYSIS

The findings of a 1970 job status study are described and analyzed in this chapter. Data reported were based on responses of Clothing, Textiles, and Merchandising graduates from the College of Home Economics at Oklahoma State University for the years 1961-70.

The Population

The population considered was 230 Clothing, Textiles, and Merchandizing graduates for the years 1961-70. A preliminary postcard was mailed to each of these graduates to determine their current employment status. Responses were received from 126 of the 1961-70 graduates of whom 41 were currently employed in merchandising and related fields. (See Table I.)

Employment Status

The information obtained by means of the postcard was used to identify the employment status of these graduates. A total of 75 (59.5%) of the respondents were employed. Of these, 41 (33.3%) were employed in merchandising and related fields, and 34 (26.2%) were in fields other than merchandising. Fifty-one (40.5%) were not employed at the time of the study.

TABLE I

CURRENT EMPLOYMENT STATUS OF 126 CLOTHING, TEXTILES, AND
MERCHANDISING GRADUATES BY YEAR OF GRADUATION

Year of Graduation	Current Employment Status			Total (N=126)
	Merchandising and Related Fields (N=41)	Fields Other Than Merchandising (N=34)	Not Employed (N=51)	
1961	0	1	8	9
1962	0	1	11	12
1963	2	4	6	12
1964	2	5	3	10
1965	3	1	2	6
1966	3	6	3	12
1967	4	1	6	11
1968	2	3	2	7
1969	10	9	8	27
1970	15	3	2	20
Percentage	33.3	26.2	40.5	100.0

When considered individually, a wide array of occupational positions was reported. Table II lists all job titles reported. When the total number of respondents who are currently employed was considered, it was found that merchandising and related fields currently employ 55% of the graduates.

Place of Residence

The current place of residence of respondents showed that twice as many graduates live outside Oklahoma as live in the state. Only 33.3% currently live in Oklahoma. (See Table III.) Of those women living in other states, 25% live in Texas. Of those women employed in merchandising, 78% live in states other than Oklahoma with 70% living in the Midwest.

Marital Status

Ninety-eight percent of all women not employed were married. Seventy-seven percent of the women employed in fields other than merchandising were married, while only 43% of those employed in merchandising were married. (See Table IV.) Three times as many married women as single women responded.

TABLE II

JOB TITLES REPORTED BY 75 EMPLOYED CLOTHING, TEXTILES,
AND MERCHANDISING GRADUATES FOR THE YEARS 1961-70
BY CURRENT EMPLOYMENT STATUS

<u>Merchandising and Related Fields</u> (N=41)		<u>Fields Other Than Merchandising</u> (N=34)	
Job Title	Number Reporting	Job Title	Number Reporting
Buyer	6	Education	
Assistant Buyer	6	University Teaching	
Senior Assistant	1	Office Occupations	1
Special Events Assistant	1	Economics	1
Manager	3	Nutrition-Dietary Aides	1
Department Manager	2	High School Teaching	
Assistant Manager	1	Home Economics	4
Division Manager	1	Distributive Education	
Executive Department		Coordinator	1
Group Manager	2	Reading	2
Assistant Dept. Manager	1	Student Assistant	1
Floor Manager	1	Education Specialist	1
Management Trainee	1	Home Economics Extension	3
Department Head	1	General Business	
Sales Clerk	6	Medical Receptionist	1
General Assistant to the President	1	Secretary	4
Did Not Designate	1	Statistical Typist	1
Customer Service and Sales	1	Bookkeeper	1
Professional Model	1	Computer Programmer	1
Assistant to Director in Advertising and Promotion	1	Insurance Adjuster	1
Educational Representative	1	Insurance Training	
Pattern Company		Instructor	1
Assistant Editor of		Miscellaneous	
Pattern Book	1	Social Worker	2
Staff Writer and Research		Design Technician	1
Assistant	1	Newspaper	
Percentage	54.6	Staff Writer	2
		Copy Writer	1
		Beauty Consultant	1
		Tour Consultant	1
		Librarian	1

TABLE III
 CURRENT PLACE OF RESIDENCE AND EMPLOYMENT
 STATUS OF 126 CLOTHING, TEXTILES, AND
 MERCHANDISING GRADUATES

Current Employment Status	Place of Residence			
	Oklahoma (N=42)		Out-of-State (N=84)	
	Number	Percent	Number	Percent
Merchandising and Related Fields	9	21.9	32	78.1
Fields Other Than Merchandising	15	44.1	19	55.9
Not Employed	18	35.3	33	65.4

TABLE IV
 MARITAL STATUS OF 126 CLOTHING, TEXTILES,
 AND MERCHANDISING GRADUATES BY
 CURRENT EMPLOYMENT STATUS

Current Employment Status	Marital Status			
	Married (N=95)		Single (N=31)	
	Number	Percent	Number	Percent
Merchandising and Related Fields	18	43.9	23	56.1
Fields Other Than Merchandising	27	79.4	7	20.6
Not Employed	50	98.1	1	1.9

Other Information From Preliminary Postcard

Of the women currently employed in fields other than merchandising, 12% reported they had previously been employed in merchandising but had changed jobs for unspecified reasons. Eleven percent of the unemployed women and women employed in other fields stated that they had previously been employed in some other capacity. Another eight percent who were formerly employed indicated they were now homemakers with one or two children. Two had received an advanced degree, and six were presently working toward an advanced degree.

The Sample

The final sample considered consisted of 41 Clothing, Textiles, and Merchandising graduates from 1961-70 who indicated on the preliminary postcard current employment in the field of merchandising or a related field. The questionnaire which was designed to obtain information identifying and describing their job status--responsibilities, individual job factors, and store information--was mailed to each of these women.

Thirty-one women returned a completed questionnaire for a 76% response. All of the women employed in related fields responded, although the questionnaire dealt with women in merchandising. The main body of data reported in this study concerns the responses of the 25 women currently employed in merchandising.

Job Status Data

Job Title Hierarchy

The management level each woman had attained in her employing store was the factor used to classify respondents. The factor chosen to indicate management level was the position on the employing store's hierarchy of job titles. Each respondent was asked to designate the job title for her employing store and her position. From this information, her management level was determined.

Inconsistencies were found in job titles used by the stores; each store used a different job title hierarchy, although some of the same job titles were used by more than one store. Therefore, each woman had to be considered individually. Table XIV in Appendix C gives the job title hierarchy for employing stores and indicates breaks in management levels.

For purposes of this study, three management levels were identified for the job title hierarchies reported. Management Level I consisted of those women who had reached the position of buyer or above. Management Level II was made up of those women who were in positions subordinate to Management Level I but above a direct sales position, which constituted Management Level III.

Analysis of Management Level I

Job Title

Thirty-two percent (10) of the respondents were employed in this level. All were Fashion Merchandising graduates. While the majority of the women at this level had the title of buyer, other titles

included: manager, floor manager, department manager, and division manager.

Responsibilities

When asked to indicate the degree of responsibility they felt for each of the eight categories of duties involved in the buying function, those in Management Level I indicated their main responsibility was in the supervising of sales; 90% expressed total responsibility for this category of responsibility. Merchandising the department and maintaining stock were the second most frequently mentioned categories requiring full responsibility. Table V gives the categories and degree to which each respondent felt responsible for the duties in the various categories.

The extent of Management Level I women's job responsibilities are such that persons holding jobs in this group were largely in supervisory positions. The majority of women in this level spent 20% or more of their time supervising from one to ten subordinates as indicated in Tables XV and XVI in Appendix C. Women in Management Level I, in general, reported that they felt total or partial responsibility for all categories of duties involved in their department.

When asked to rank the duties in order of importance or time spent, Management Level I respondents listed from four to six duties. To determine if they felt that the same duties were most important, each was reclassified into one of eight categories. The respondents indicated no trend in the ordering of duties with respect to importance. However, when totaling the number of times duties fell into certain categories, those mentioned most frequently were supervising sales and miscellaneous duties. (See Table VI.)

TABLE V
 EXTENT OF RESPONSIBILITY BY CATEGORIES OF DUTIES
 REPORTED BY 10 MANAGEMENT LEVEL I RESPONDENTS

Categories of Duties	Extent of Responsibility			
	Fully	Somewhat	Seldom	Never
Supervising Sales	9	1	0	0
Merchandising Department	8	2	0	0
Maintaining Records	8	0	1	1
Maintaining Stock	7	1	2	0
Miscellaneous	7	0	2	1
Planning and Evaluating	5	5	0	0
Procuring Merchandise	4	6	0	0
Promoting Sales	4	6	0	0

TABLE VI
 CATEGORIES OF DUTIES BY ORDER OF IMPORTANCE
 OR TIME SPENT REPORTED BY 10 MANAGEMENT
 LEVEL I RESPONDENTS

Categories of Duties	Order of Importance or Time Spent						Total
	First	Second	Third	Fourth	Fifth	Sixth	
Supervising Sales	2	1	2	1	2	3	11*
Miscellaneous	3	1	2	2	0	2	10
Procuring Merchandise	1	1	0	3	2	1	8
Planning and Evaluating	2	3	0	0	2	0	7
Merchandising Department	2	0	3	1	1	0	7
Maintaining Records	0	3	1	0	1	1	6
Promoting Sales	0	0	2	2	0	1	5
Maintaining Stock	0	1	0	1	0	0	2

*Note: More than one of the six duties may fall into the same category; therefore, the total for a category may exceed 10.

An additional analysis was made to determine the extent of responsibility these women felt toward their primary job responsibilities. In all cases, Management Level I respondents indicated full or partial responsibility for the duties they rated as first through third in importance. The majority felt full responsibility toward each of the duties they indicated as important to their job. (See Table VII.)

TABLE VII
EXTENT OF RESPONSIBILITY FOR DUTIES BY ORDER
OF IMPORTANCE OR TIME SPENT REPORTED BY
10 MANAGEMENT LEVEL I RESPONDENTS

Order of Duties by Importance or Time Spent	<u>Extent of Responsibility or Time Spent</u>		
	Fully	Somewhat	Seldom
First	10	0	0
Second	9	1	0
Third	9	1	0
Fourth	8	2	0
Fifth	5	3	1
Sixth	5	2	0

Salaries and Systems of Payment

Fifty percent of Management Level I employees were paid on a straight salary plan. (See Table XVII, Appendix C.) In 40% of the

cases where a bonus or commission plan was used, the bonus was most frequently based on increased sales and increased gross margin. (See Table XVIII, Appendix C.) The percentage of total yearly earnings earned by bonus ranged from 5% to 35%. (See Table XIX, Appendix C.) The remainder were paid by the hour.

The entry level merchandising salary received by Management Level I ranged from \$2600 in 1965 to \$8000 in 1967. The majority of all Management Level I 1963-70 graduates had beginning salaries ranging from \$4000 to \$6000 per year with an average salary of \$4852 per year. (See Table XX, Appendix C.)

The current salary for 1963-70 graduates in Management Level I positions inclusive of bonus or commission ranged from \$4160 to \$13,500 per year with the average salary being \$8322. More than one-half of those employed in Management Level I positions are now earning over \$8000 per year.

Length of Employment

Most women in Management Level I positions have been employed three or more years. (See Table XXI, Appendix C.) A separate analysis, shown by Table XXII, Appendix C, points out that in all cases, the women began their employment the year in which they graduated from college.

Promotion

In merchandising, one can be promoted in several ways: being moved to a different department; being given a higher title on the store's job title hierarchy; or receiving a salary increase. Many Management Level I respondents received a promotion which advanced

them one step on the employing store's job title hierarchy. However, 30% reported that their promotions advanced them more than one step at a time. The average length of time that Management Level I women had remained in their most recent past position before receiving a promotion was 12.2 months.

No one in this group reported an increase in the size of their department when promoted. In fact, 20% indicated that, in terms of dollar volume, the size of their department decreased with their last promotion.

Size of Department

Management Level I respondents had been employed in their current department position an average of 14.6 months at the time of this study. Sixty percent of Management Level I respondents were in a department with an annual volume of \$100,000 or more per year with two-thirds of this group in a department with an annual volume per year of more than \$500,000 per year. (See Table XXIII, Appendix C.)

Store Type and Size

Respondents in Management Level I were employed in department stores in 60% of the cases with the remaining women employed in specialty stores. None were employed in discount or other types of stores. (See Table XXIV, Appendix C.)

Of the stores employing Management Level I respondents, 70% had an annual dollar volume per year of \$1,000,000 or more. (See Table XXV, Appendix C.) Ninety percent of these stores were located in the Midwest with 50% being located in the state of Texas.

Training Program

The majority of stores that recruit regularly on the Oklahoma State University campus have executive training programs. Of Management Level I women, 70% were employed in stores with such programs and 60% of this group had participated in the training program. (See Table XXVI, Appendix C.) It is of interest to note that for the years 1961-70, the average beginning merchandising salary after graduation for Management Level I women in stores without a training program was \$3914 per year, while the average beginning salary for Management Level I women in stores with a training program was \$5320 per year. Likewise, the current average salary reported for Management Level I women, inclusive of bonus or commission, who participated in a training program was \$9100 per year as compared to \$6765 per year for Management Level I women in stores without the program--a sizeable difference of more than \$2300 per year.

When asked about the benefit of executive training programs, Management Level I women felt the main benefit was that they learned store procedures such as ticket writing, cash register procedures, and store policy on such things as returns and shoplifting. They also benefited from becoming acquainted with the people employed in the store and responsibilities involved with each job. The buyers and merchandise managers who worked with these trainees were also given credit for their helpfulness and training. However, many felt that they learned more from actual experience than they did from the training program.

Factors Leading to Success

The factors Management Level I respondents gave for their success were quite varied. Under the general category of personal factors, aggressiveness and enjoying being around people were mentioned by 70% of these women. Perseverance in their work habits was listed by 60%.

Personal ability and interest of many types was deemed important. Some of the abilities expressed were: creativity, artistry, organization, ease of communication, sewing, business sense, salable taste, leadership quality, analytical thinking, and willingness to learn and grow.

Respondents mentioned fashion merchandising courses unanimously as important with respect to academic factors. Business courses, on-the-job training, and other college courses were also given considerable mention.

In addition to personal and academic factors, experience in the field was designated as important. Some expressed the importance of starting at the bottom and working up. Others added that college work experience had been helpful.

Analysis of Management Level II

Job Title

All members of Management Level II were Fashion Merchandising graduates. Composing 35 percent (11) of the total sample, the majority of this group held the job title of assistant buyer. Other job titles included: executive department group manager, assistant department manager, department manager, senior assistant buyer, management

trainee, and branch department group manager. (See Table XIV, Appendix C.)

Responsibilities

When asked to indicate the extent of responsibility they felt for each of the eight categories of duties in the buying function, Management Level II women unanimously stated that they were fully responsible for merchandising their department. Full responsibility was also expressed in 91% of the cases for supervising of sales and maintaining stock. The majority felt full responsibility for maintaining records and miscellaneous duties and partial responsibility for planning and evaluating, and promoting sales. Almost as many members of this group felt they were never responsible for procuring merchandise as felt they had some or complete responsibility for this category of duties. (See Table VIII.)

There was no trend in the ordering of duties in terms of importance or time spent expressed by Management Level II respondents. However, when the duties were placed into one of eight categories and the frequency of times a certain category was mentioned was totalled, the categories of maintaining records and miscellaneous duties were listed most often. (See Table IX.)

When analyzing the extent of responsibility Management Level II respondents felt for each of the six duties they had ranked in order of importance or time spent for their particular job, the majority felt full responsibility for the duties they indicated as first through third and sixth in importance. The majority of respondents in this level felt full or partial responsibility for all six duties listed. (See Table X.)

TABLE VIII
 EXTENT OF RESPONSIBILITY BY CATEGORIES OF DUTIES
 REPORTED BY 11 MANAGEMENT LEVEL II RESPONDENTS

Categories of Duties	Extent of Responsibility			
	Fully	Somewhat	Seldom	Never
Merchandising Department	11	0	0	0
Supervising Sales	10	1	0	0
Maintaining Stock	10	1	0	0
Maintaining Records	8	2	1	0
Miscellaneous	6	5	0	0
Planning and Evaluating	3	5	2	1
Promoting Sales	2	4	1	4
Procuring Merchandise	1	5	0	5

TABLE IX
 CATEGORIES OF DUTIES IN ORDER OF IMPORTANCE
 OR TIME SPEND REPORTED BY 11 MANAGEMENT
 LEVEL II RESPONDENTS

Categories of Duties	Order of Importance or Time Spent						Total
	First	Second	Third	Fourth	Fifth	Sixth	
Maintaining Records	3	4	4	0	1	2	14
Miscellaneous	3	1	4	2	1	2	13
Supervising Sales	2	1	1	3	0	1	8
Procurement Merchandise	2	1	0	1	3	1	8
Maintaining Stock	0	1	1	1	2	1	6
Promoting Sales	0	0	1	2	2	0	5
Planning and Evaluating	1	1	0	1	1	1	5
Merchandising Department	0	2	0	1	0	1	4

TABLE X
 EXTENT OF RESPONSIBILITY FOR DUTIES BY ORDER
 OF IMPORTANCE OR TIME SPENT REPORTED BY
 11 MANAGEMENT LEVEL II RESPONDENTS

Order of Duties by Importance or Time Spent	Extent of Responsibility or Time Spent		
	Fully	Somewhat	Seldom
First	7	3	1
Second	8	2	1
Third	8	3	0
Fourth	5	6	0
Fifth	3	7	0
Sixth	7	1	0

Management Level II women also were in supervisory positions. Eighty percent of these women supervise six or more people with 45% of them supervising 11 or more subordinates. (See Table XVI, Appendix C.) Some of Management Level II women are also responsible for training subordinates with the majority of them spending 1-20% of their time in this capacity. (See Table XV, Appendix C.)

Salaries and Systems of Payment

Eighty-two percent of Management Level II women were paid on a straight salary plan. (See Table XVII, Appendix C.) In the 18% of the cases where a commission or bonus was received, the bonus or commission was based on either increased sales and increased gross margin or performance. (See Table XVIII, Appendix C.) The percentage of total yearly earnings for those receiving a bonus did not exceed 20%.

The entry level salary received by Management Level II respondents ranged from \$3661 to \$7808 with an average of \$6096. The current salary for Management Level II women ranges from \$3661 to \$10,500 inclusive of bonus or commission with the average current salary for this group being \$7651. More than 70% of Management Level II women earn over \$6000 per year. (See Table XX, Appendix C.)

Length of Employment

Ninety-one percent of Management Level II respondents had been employed three years or less. (See Table XXI, Appendix C.) None had graduated before 1967. All had been employed since the year they had graduated. (See Table XXII, Appendix C.)

Promotion

The average length of time Management Level II women had held their most recent past position was 6.7 months. When promoted all had moved only one step on their store's job title hierarchy. The department size in which they had worked before their last promotion and the one to which they had been promoted had remained the same in terms of dollar volume per year in the majority of the cases.

Size of Department

Management Level II women had been employed in their current department for an average of 7.6 months. Sixty-four percent of these women reported an annual volume per year of over \$500,000 for the department in which they worked. (See Table XXIII, Appendix C.)

Store Size and Type

There were no Management Level II women employed in discount stores. The majority were employed in department stores with the remainder being employed in specialty stores. (See Table XXIV, Appendix C.)

The annual dollar volume per year for employing stores for Management Level II women was over \$1,000,000 in 91% of the cases. (See Table XXV, Appendix C.) Seventy-three percent of the employing stores were located in the Midwest for Management Level II women and 45% were in Texas.

Training Program

Ninety-one percent of the stores employing Management Level II

women had a training program. Each respondent for this level, who was employed in a store with such a training program, participated in the program. (See Table XXVI, Appendix C.)

Women having been trained in this program show distinctly larger total yearly earnings. The average beginning salary for Management Level II women in stores with a training program was \$6525 per year as compared to \$3661 per year for the one respondent who began her career in a store without such a program. The average current salary for Management Level II women in stores with a training program was \$7741 per year as compared to \$3661 per year for the respondents in the store without the program--a difference of over \$4000 per year.

Factors Leading to Success

Management Level II respondents felt that flexibility and perseverance were key determinants in their success in terms of personal factors. They indicated a professional attitude was important as well as enthusiasm, determination, initiative, and friendliness. Ability to work with people under pressure and for long hours was also mentioned as important for success in retailing.

Academically, 82% of Management Level II women indicated the knowledge gained from their fashion merchandising courses was most helpful in their success with retailing mathematics being singled out frequently. Additional factors mentioned were work experience, a teaching degree, and high grades in undergraduate studies as well as the ability to use what was learned during the college years.

Store contacts and fellow employees were important miscellaneous factors that Management Level II respondents listed as contributing to

their success. Specifically, buyers and merchandise managers were mentioned as well as the store's training program.

Analysis of Management Level III

Job Title

This third level is pre-management as it is the first step in the job title hierarchies reported in this study as seen by Table XIV, Appendix C. The job title is sales clerk in all cases. The number of women in this group is small in comparison to the other management levels with only 13% of the total number of women in the sample in Management Level III. All members of Management Level III were Fashion Merchandising graduates.

Responsibilities

The areas in which Management Level III felt full responsibility were in maintaining stock and miscellaneous duties as shown by Table XI. The majority of these women felt partial responsibility for maintaining records and merchandising the department. These women felt the least responsibility for planning and evaluating followed by procurement of merchandise.

In ranking duties in order of importance or time spent, 75% of Management Level III respondents listed miscellaneous duties as first in importance and maintaining stock as second. On the whole, duties involved in maintaining stock were mentioned most frequently as the total six most important duties of Management Level III. (See Table XII.)

TABLE XI

EXTENT OF RESPONSIBILITY BY CATEGORIES OF DUTIES
REPORTED BY 4 MANAGEMENT LEVEL III RESPONDENTS

Categories of Duties	Extent of Responsibility			
	Fully	Somewhat	Seldom	Never
Maintaining Stock	3	1	0	0
Miscellaneous	3	1	0	0
Merchandising				
Department	2	1	1	0
Maintaining Records	1	3	0	0
Supervising Sales	1	1	0	2
Promoting Sales	0	2	0	2
Planning and				
Evaluating	0	1	1	2
Procuring Merchandise	0	0	2	2

TABLE XII

CATEGORIES OF DUTIES BY ORDER OF IMPORTANCE
OR TIME SPENT REPORTED BY 4 MANAGEMENT
LEVEL III RESPONDENTS

Categories of Duties	Order of Importance or Time Spent						Total
	First	Second	Third	Fourth	Fifth	Sixth	
Maintaining Stock	1	3	2	1	1	0	8
Miscellaneous	3	0	0	0	2	1	6
Maintaining Records	0	1	1	1	0	0	3
Procuring Merchandise	0	0	1	1	0	0	2

All Management Level III women felt full responsibility for the six duties they listed as first in importance and partial responsibility for the ones they listed as second and third in importance as seen in Table XIII. As this job is the beginning position on the store's job title hierarchies, training of subordinates and supervision are not part of the duties involved in the job. (See Tables XV and XVI, Appendix C.)

TABLE XIII
 EXTENT OF RESPONSIBILITY FOR DUTIES BY ORDER
 OF IMPORTANCE OR TIME SPENT REPORTED BY
 4 MANAGEMENT LEVEL III RESPONDENTS

Order of Duties by Importance or Time Spent	Extent of Responsibility		
	Fully	Somewhat	Seldom
First	4	0	0
Second	3	1	0
Third	3	1	0
Fourth	1	1	1
Fifth	1	2	0
Sixth	1	0	0

Individual Job Factors

The method of salary payment which was least common among Management Level III respondents was straight salary. Most were paid by the hour. (See Table XVII, Appendix C.) When a commission or bonus was

received by these women, it did not exceed 10% and was based on either sales or department gross margin. (See Tables XVIII and XIX, Appendix C.)

Management Level III women had no members receiving over \$5600 per year. (See Table XX, Appendix C.) No promotion had been received by any of these women, but one had received a salary increase and indicated she was to soon begin in the store's training program. The actual salary range for Management Level III women was from \$2860 to \$5565 per year with an average of \$3753 per year including bonus or commission. Most Management Level III women earned less than \$4000 per year.

The four Management Level III respondents had been employed less than one year since all had graduated in 1970. (See Tables XXI and XXII, Appendix C.) Most of these women were employed in departments with an annual volume of over \$50,000 per year. (See Table XXIII, Appendix C.)

Store Factors

The employing stores for Management Level III women were distributed among specialty, discount, and department store. (See Table XXIV, Appendix C.) Half of these women were employed in Oklahoma and half were employed in Texas. All of the employing stores for this level had an annual volume per year of over \$1,000,000. (See Table XXV, Appendix C.) Two Management Level III women were employed in stores with a training program and indicated they were to be trained in this program in the near future.

Analysis of Women in Related Fields

One-fifth of the graduates in the study were employed in fields related to merchandising. Although most of the questions did not pertain to the jobs in which these women were employed and were therefore left blank, one hundred percent response was received to the questionnaire sent to these six women. A few questions were answered and from these a brief profile of these women was obtained.

Two Oklahoma State University Clothing, Textiles, and Merchandising graduates for the years 1961-70 were employed with a pattern company. One 1968 graduate was an assistant writer and editor for an international pattern magazine. Her current salary was \$6000 per year, and she had been employed for one month. The other pattern company employee was a 1970 graduate employed as an assistant research and staff writer with the technical sewing division, where there were four other writers, four artists, and two supervisors. She was an Apparel Design and Creation graduate. Her entry salary was \$120 per week, but her current salary was \$125 per week. She stated that her background in construction and design helped her most in her success in her job.

Another respondent in a related field stated she had previously been employed in retailing. She currently was a professional fashion model in Texas.

Two additional women in this group were employed by manufacturers. One worked in customer service and sales with an apparel manufacturer in Texas. The other was in charge of promotion with a major textiles manufacturer. The latter had been employed for 16 months and was paid by a straight salary.

The final respondent began as an educational representative for a notions company in New York. She had been promoted to a position in which she was in charge of consumer affairs for the West Coast division of the same company. She was a Fashion Merchandising graduate and had been employed for nearly two years. Her current salary was \$6100 per year and was paid by a straight salary method.

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The purpose of this descriptive study was to identify and describe the job status of Clothing, Textiles, and Merchandising graduates employed in the field of merchandising. A preliminary inquiry was made to obtain the employment status of all graduates for the years 1961-70.

The data for the main body of the study were obtained by means of a questionnaire which was mailed to those graduates who indicated they were currently employed in merchandising or a related field in the fall of 1970. This questionnaire consisted of questions related to responsibilities, individual job factors, and store information. Each woman was asked to indicate her employing store's job title hierarchy. From this information, the women were ranked as either Management Level I, II, or III employees.

Descriptive analysis was employed according to management level. Simple numerical computations and statistics based on percentages were used to interpret the data.

Summary

The preliminary findings from the study indicated only a slight majority of the 126 women responding were employed. Of the employed women, the majority were employed in merchandising and related fields.

Most respondents were currently married, living outside the state of Oklahoma but in the Midwest.

Twenty-five women composed the sample providing the main body of data for the study. These respondents, employed in Management Level I, II, and III, were all Fashion Merchandising graduates employed seven years or less. The majority worked in Midwest department stores with training programs in which they had participated. The annual dollar volume for most of the employing stores was over \$1,000,000. The average department size in which the respondents worked was over \$500,000 per year. The total yearly earnings for the group varied with the largest number falling in the range of \$6000-8000 per year.

Responsibilities for the three levels involved training and supervision of subordinates. The extent of responsibility for categories of duties for each level varied. Duties involved in procurement of merchandise seemed to show the greatest contrast in terms of extent of responsibility with Management Level I feeling the most responsibility for this category and Management Level III the least. Respondents also indicated various duties as most important to their jobs, but miscellaneous duties ranked consistently as second in importance. All three levels felt full responsibility for the duties they ranked in terms of importance or time spent.

The data analyzed in this study showed the three levels of management as similar in many areas: type, location and annual dollar volume of employing store; method of determining bonus or commission; and percentage of total yearly earnings that was earned by bonus or commission. Management Level I and II differed from Management Level III in that the former worked in departments with a larger dollar volume per

year. They also participated in training programs in their stores which were not available to Management Level III. Management Level I and II positions also involved the supervision of subordinates and had responsibilities in each of the eight categories of duties involved in the buying function, whereas Management Level III ranked their most important duties in only four of the eight categories and were not involved in supervision or training of subordinates.

Several differences were also found between Management Level I and Management Level II. Management Level I women indicated they spent more time in the supervision of subordinates, but Management Level II women showed they supervised a larger number of subordinates. In terms of responsibility, procurement of merchandise was the full responsibility of more women in Management Level I than in Management Level II.

Conclusions

The following conclusions were derived from the study:

1. Better opportunities for higher salaries and advancement in the field of merchandising seem to be found outside the state of Oklahoma.
2. Job titles in stores are inconsistent.
3. Progression on job title hierarchies in stores relies on length of employment as does salary.
4. Job responsibilities for categories of duties as seen by the three management levels are varied in terms of amount of responsibility and importance or time spent.
5. Salary earned by women in merchandising in stores with a training program is greater than salary earned by women in stores without a training program.

Recommendations

The author would suggest an in-depth study be done with a larger sample dealing with the responsibilities of Management Level I and II positions. A comparison study might be made of women employed in different stores to determine if responsibilities vary with place of employment. Another comparison might be done between male and female executives' responsibilities to point out any variance existing between the sexes.

An additional study might deal with the elements of various store training programs. A comparison of the merits of these programs might be useful as well as the advancement possibilities they yield to employees.

Further studies of this type might provide valuable information to be used in career guidance. Such studies might investigate the job status of occupations not included in this study. A study relating employment status to various means of academic achievement would likewise be of use in career guidance.

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APPENDIX A

PRELIMINARY INSTRUMENTS

COVER SHEET FOR LISTING OF CLOTHING, TEXTILES, AND
MERCHANDISING GRADUATES FOR THE YEARS 1961-70
SUBMITTED TO FACULTY, GRADUATE ASSISTANTS,
AND STUDENTS FOR ADDITIONS AND CORRECTIONS

The following is a listing of CTM graduates for the last decade. The latest known address of each student has been given as well as their home address. Your help in providing current information would be appreciated.

1. Please check if the address is correct to your knowledge.
2. Please add directly to this sheet any of the following information:

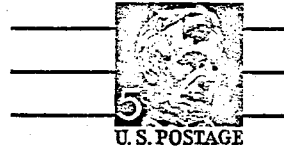
- a. married name
- b. husband's name
- c. new home address
- d. new permanent address (parents address, if single)
- e. sorority affiliation, if known
- f. place of employment
- g. address of place of employment

These lists will be collected at the staff meeting, Tuesday, Sept. 9. Thank you for your cooperation.

Suzanne Greene

Note: This information is to be used in thesis research.

Miss Suzanne Greene
Home Economics West 315
Oklahoma State University
Stillwater, Oklahoma 74074



Dear Fashion Merchandising Alumna,

The information requested on the tear side of this card is needed for several research projects now in progress at Oklahoma State University. Will you please fill in the card and drop it in the mail by Sept. 25, 1970. The postage has been paid.

This information is of particular importance to me as I am a CTM graduate student developing a thesis proposal concerning you and your job. Upon receipt of the completed card I will send you a CTM Newsletter if you check the box provided.

Thank you!

Suzanne Greene

(Please Forward)

Name _____
 (Given) (Maiden) (Married)
Mailing Address _____
What is your present employment status?
____ Employed in merchandising
 Firm _____
 Location _____
 Your Position _____
____ Employed in field other than merchandising
 Your Position _____
 Location _____
____ Not employed
Year Graduated _____ Newsletter Yes NO



Miss Suzanne Greene
Home Economics West 315
Oklahoma State University
Stillwater, Oklahoma 74074

APPENDIX B

QUESTIONNAIRE

Miss Suzanne Greene
Home Economics West 315
Oklahoma State University
Stillwater, Oklahoma 74074
October 6, 1970

Dear CTM Alumna,

You have been chosen to participate in an important part of a graduate student's thesis--namely mine! Your opinions are needed as a part of my study on the job status of Oklahoma State University graduates employed in merchandising. Being a candidate for a master's degree in the Department of Clothing, Textiles, and Merchandising, I assure you I am looking forward to your responses.

The enclosed questionnaire will take just a few minutes of your time, and I shall be most grateful to you for answering the questions and returning the questionnaire in the enclosed self-addressed stamped envelope. Please return not later than October 16, 1970. I thank you in advance for your help.

Yours truly,

/s/ Suzanne Greene

Suzanne Greene

Enclosure

NAME _____ YEAR GRADUATED _____
 (Given) (Maiden) (Married)
 MAJOR SUBJECT AREA: _____ Fashion Merchandising _____ Textiles
 _____ Apparel Design & Creation _____ Teaching

I. Please indicate in the appropriate column in the chart below:

- A. Job heirarchy in the store in which you are presently employed. Start with the job a person with no retailing experience would most likely have.
- B. Name of the store in which you hold your present position and your most recent past position in merchandising.
- C. Dollar volume per year of the last two departments in which you have worked. Record the number code:
 \$50,000 or under = 1 \$100,000 to \$500,000 = 3
 \$50,000 to \$100,000 = 2 \$500,000 and over = 4
- D. Number of months and/or years you have held each of your last two positions.

Position	A. Job Heir- archy	B. Name of Store	C. Dollar Vol./Yr.	D. Number Mos./Yrs.
Buyer				
Asst. Buyer				
Jr. Asst.				
Head of Stock				
Branch Store Mgr.				
Dept. Mgr.				
Fashion Coordinator				
Other (List) _____				

II. How are your total yearly earnings paid? _____ Straight salary
 _____ Straight commission
 _____ Salary plus bonus or commission
 _____ Other (indicate) _____

A. If a bonus or commission plan is used, what method is used to determine the bonus?

- _____ Sales
 _____ Increased sales plus increased gross margin or net profit
 _____ Total store operations
 _____ Departmental net profit after income tax
 _____ Departmental gross margin (i.e. certain percentage of gross margin)
 _____ Other (indicate) _____

B. Estimate the percentage of your total yearly earnings that is bonus or commission.

- _____ 5% _____ 15% _____ 25% _____ 35% _____ 45%
 _____ 10% _____ 20% _____ 30% _____ 40% _____ 50% or more

C. Please indicate the following: Your present salary without bonus _____
 Your first merchandising salary _____
 after graduation _____

III. How long have you been employed? _____

IV. Listed below are categories of duties involved in merchandising with examples given for each category. Please indicate the degree of your responsibility for each category of duties.

DUTIES	EXTENT OF YOUR RESPONSIBILITY			
	Fully	Somewhat	Seldom	Never
A. <u>Planning and evaluating classifications</u> --develop seasonal merchandise plans; project seasonal sales figures.	---	---	---	---
B. <u>Procuring merchandise</u> --buying activities with resources; establish retail price for goods.	---	---	---	---
C. <u>Promoting sales</u> --schedule and coordinate advertising; recommend local media.	---	---	---	---
D. <u>Merchandising of department</u> --maintain effective presentation of merchandise.	---	---	---	---
E. <u>Supervising of sales</u> --advise salespeople; recommend recognition for performance.	---	---	---	---
F. <u>Maintaining records</u> --keep sales and stock records.	---	---	---	---
G. <u>Maintaining stock</u> --arrange and coordinate stock; check for soilage.	---	---	---	---
H. <u>Miscellaneous</u> --answer and act on calls; sell merchandise.	---	---	---	---

V. List the duties you perform regularly in order of importance or time spent each day. A. _____ C. _____ E. _____
 B. _____ D. _____ F. _____

VI. How many people do you directly supervise in your present position? _____

VII. What percentage of your time is spent in training subordinates? _____

VIII. What do you think has most influenced your success on your job? List

- A. Personal traits: _____
- B. Academic background: _____
- C. Other: _____

INFORMATION ABOUT THE STORE IN WHICH YOU ARE NOW EMPLOYED

I. Type of store: _____ Specialty _____ Department
 _____ Discount _____ Other (indicate) _____

II. Dollar volume per year: _____ under \$500,000 _____ \$1,000,000 and over
 _____ \$500,000 to \$1,000,000

III. Executive training program: _____ Yes _____ No
 A. Did you participate in this program? _____ Yes _____ No
 B. If no, have you ever participated in an executive training program? _____ Yes _____ No
 C. If yes, of what value was the program to you? _____

APPENDIX C

SAMPLE DATA

TABLE XIV

JOB TITLE HIERARCHIES LISTED IN DESCENDING ORDER
BY MANAGEMENT LEVEL I, II, AND III AS REPORTED
BY GRADUATES CURRENTLY EMPLOYED BY EACH STORE

Management Level	Job Title Hierarchies	Store	Location
I	Buyer or Department Manager Branch Store Manager	Bloomingdale's	New York, New York
II	Assistant Buyer Junior Assistant Trainee Head of Stock		
III	Sales Clerk		
I	Manager Buyer	The Petticoat	Stillwater, Oklahoma
II	Assistant Buyer Department Manager Head of Stock		
III	Sales Clerk		
I	General Merchandise Manager Branch Store Manager Divisional Merchandise Manager Branch Divisional Manager Buyer	Foley's	Houston, Texas
II	Senior Assistant Branch Group Assistant Regular Assistant Trainee		
III	Sales Clerk		
I	Branch Store Manager Buyer	Famous-Barr	St. Louis, Missouri
II	Department Manager Assistant Buyer Trainee		
III	Sales Clerk		

TABLE XIV (Continued)

Management Level	Job Title Hierarchies	Store	Location
I	Branch Store Manager Buyer or Department Manager	Joslin's	Denver, Colorado
II	Assistant Buyer Junior Assistant		
III	Sales Clerk		
I	Buyer	Lord & Taylor	New York, New York
II	Assistant Buyer Junior Assistant Head of Stock Department Manager or Service Manager		
III	Sales Clerk		
I	Buyer	Neiman-Marcus	Dallas, Texas
II	Department Manager Assistant Buyer		
III	Sales Clerk		
I	Branch Store Manager Fashion Coordinator Department Manager Buyer	Sakowitz	Houston, Texas
II	Assistant Buyer Junior Assistant Head of Stock		
III	Sales Clerk		
I	Branch Store Manager Department Manager or Buyer	Sanger-Harris	Dallas, Texas
II	Junior Assistant Branch Department Manager Assistant Buyer Head of Stock		

TABLE XIV (Continued)

Management Level	Job Title Hierarchies	Store	Location
III	Sales Clerk	Sanger-Harris	Dallas, Texas
I	Store Manager Assistant Store Manager Sales Promotion Manager Division Manager	Sears	Dallas, Texas
II	Assistant Division Manager Trainee		
III	Sales Clerk		
I	Branch Manager Buyer	Titche- Goettinger	Dallas, Texas
II	Assistant Buyer Junior Assistant Department Manager		
III	Sales Clerk		
I	Buyer or Branch Store Manager	Woodward & Lothrop	Washington, D.C.
II	Assistant Buyer or Junior Assistant or Branch Department Manager		
III	Sales Clerk		

TABLE XV

PERCENTAGE OF TIME SPENT IN TRAINING SUBORDINATES
 REPORTED BY 24 MANAGEMENT LEVEL I, II, AND III
 RESPONDENTS

Management Level	Percentage of Time Spent		
	None (N=4)	1-20% (N=11)	20% or More (N=10)
I	0	3	7
II	1	7	3
III	3	1	0

TABLE XVI

NUMBER OF PEOPLE DIRECTLY SUPERVISED IN THE
 CURRENT POSITION OF 25 MANAGEMENT LEVEL
 I, II, AND III RESPONDENTS

Management Level	Number of People Directly Supervised			
	None (N=4)	1-5 (N=6)	6-10 (N=8)	11 or More (N=7)
I	0	4	4	2
II	1	1	4	5
III	3	1	0	0

TABLE XVII

SYSTEMS OF PAYMENT OF TOTAL YEARLY EARNINGS REPORTED BY
25 MANAGEMENT LEVEL I, II, AND III RESPONDENTS

Management Level	Systems of Payment		
	Straight Salary (N=15)	Salary Plus Bonus or Commission (N=6)	Other (N=4)
I	5	4	1
II	9	1	1
III	1	1	2

TABLE XVIII

METHODS USED TO DETERMINE BONUS OR COMMISSION REPORTED
BY 10 MANAGEMENT LEVEL I, II, AND III RESPONDENTS

Management Level	Methods Used To Determine Bonus or Commission				
	Sales (N=2)	Increased Sales and Increased Gross Margin (N=4)	Total Store Operations (N=2)	Department Gross Margin (N=1)	Other (N=1)
I	1	3	2	0	0
II	0	1	0	0	1
III	1	0	0	1	0

TABLE XIX

PERCENTAGE OF TOTAL YEARLY EARNINGS THAT
IS BONUS OR COMMISSION REPORTED BY 6
MANAGEMENT LEVEL I, II, AND III
RESPONDENTS

Management Level	Percentage of Total Yearly Earnings That Is Bonus or Commission		
	1-10% (N=2)	10-20% (N=2)	20% or More (N=2)
I	1	1	2
II	0	1	0
III	1	0	0

TABLE XX

ENTRY AND CURRENT MERCHANDISING SALARY RANGE WITHOUT BONUS
OR COMMISSION REPORTED BY 21 RESPONDENTS EMPLOYED IN
MANAGEMENT LEVEL I, II, AND III POSITIONS

Management Level	Salary Range in Thousands of Dollars									
	Entry Merchandising Salary				Current Merchandising Salary					
	Under 4 (N=6)	4-6 (N=7)	6-8 (N=7)	8-10 (N=1)	Under 4 (N=3)	4-6 (N=4)	6-8 (N=6)	8-10 (N=3)	10-12 (N=4)	12+ (N=1)
I	3	5	0	1	0	3	1	1	3	1
II	1	1	7	0	1	0	5	2	1	0
III	2	1	0	0	2	1	0	0	0	0

TABLE XXI
 LENGTH OF EMPLOYMENT IN YEARS REPORTED BY
 25 MANAGEMENT LEVEL I, II, AND III
 RESPONDENTS

Management Level	Length of Employment in Years		
	Less Than One (N=8)	One to Three (N=10)	Three or More (N=7)
I	1	3	6
II	3	7	1
III	4	0	0

TABLE XXII

LENGTH OF EMPLOYMENT IN YEARS REPORTED BY 25 MANAGEMENT
LEVEL I, II, AND III RESPONDENTS BY YEAR OF GRADUATION

Year of Graduation	Length of Employment in Years							
	Less Than 1	1-2	2-3	3-4	4-5	5-6	6-7	7+
1963								1
1964							1	
1965						2		
1966					1			
1967				2				
1968			3					
1969		7						
1970	8							

TABLE XXIII

RANGE OF DOLLAR VOLUME PER YEAR OF DEPARTMENT
IN WHICH 23 MANAGEMENT LEVEL I, II, AND III
RESPONDENTS ARE EMPLOYED

Range of Dollar Volume Per Year of Department	Management Level		
	I (N=10)	II (N=10)	III (N=3)
\$50,000 and under	3	1	1
\$50,000 to \$100,000	1	2	2
\$100,000 to \$500,000	2	1	0
\$500,000 and over	4	6	0

TABLE XXIV

TYPE OF STORE IN WHICH 25 MANAGEMENT LEVEL
I, II, AND III RESPONDENTS ARE EMPLOYED

Management Level	Type of Store		
	Specialty (N=8)	Discount (N=1)	Department (N=16)
I	4	0	6
II	3	0	8
III	1	1	2

TABLE XXV

DOLLAR VOLUME PER YEAR OF STORES EMPLOYING 25
MANAGEMENT LEVEL I, II, AND III RESPONDENTS

Management Level	Dollar Volume Per Year	
	Under \$1,000,000 (N=4)	\$1,000,000 and Over (N=21)
I	3	7
II	1	10
III	0	4

TABLE XXVI

AVAILABILITY OF AND PARTICIPATION IN EXECUTIVE
TRAINING PROGRAM OF 25 MANAGEMENT LEVEL
I, II, AND III RESPONDENTS

Management Level	Executive Training Program				
	Available in Employing Store		Participation in Employing Store		Participation In Another Store
	Yes (N=18)	No (N=7)	Yes (N=14)	No (N=2)	Yes (N=3)
I	7	3	5	1	1
II	10	1	9	0	1
III	1	3	0	1	1

VITA

Beverly Suzanne Greene

Candidate for the Degree of

Master of Science

Thesis: JOB STATUS STUDY OF OKLAHOMA STATE UNIVERSITY FASHION
MERCHANDISING GRADUATES, 1961-70

Major Field: Clothing, Textiles, and Merchandising

Biographical:

Personal Data: Born in Augusta, Georgia, November 18, 1947, the
daughter of Dr. and Mrs. Joe E. Greene.

Education: Graduated from Forest Hills High School, Marshville,
N. C., in May, 1965; attended Wofford College in summer 1965;
attended Wingate Junior College in summer 1966; attended
Furman University from 1966 to 1967; received Bachelor of
Science Degree in Home Economics for the University of
Georgia in June, 1969, with a major in Clothing and Textiles;
completed requirements for the Master of Science degree at
Oklahoma State University in May, 1971.

Professional Affiliations: American Home Economics Association;
North Carolina Home Economics Association.

Honorary Affiliation: Gamma Sigma Delta.