

GOALS OF THE LOCAL RELIGIOUS ORGANIZATION

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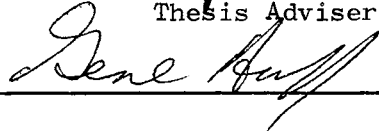
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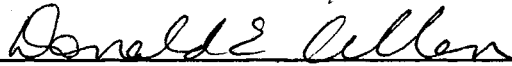
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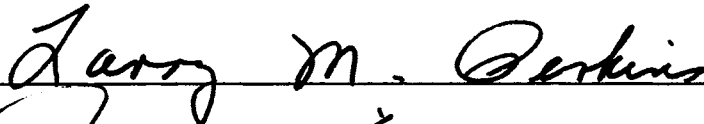
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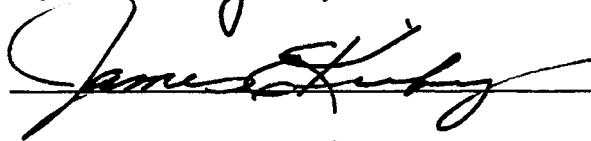


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PREFACE

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TABLE OF CONTENTS

Chapter	Page
I. INTRODUCTION AND REVIEW OF THE LITERATURE	1
Introduction to the Study	1
Models for Measurement of Organizational Goals	3
Types of Organizational Goals	5
The Organizational Goal Carrier	6
Hierarchy of Needs	9
Ideologies and Domain Assumptions	11
Problems of Goal Measurement	17
Purpose of the Study	22
II. THE MODEL AND HYPOTHESES	25
Theoretical Model	25
The Problem	27
Operational Definition of the Problem	28
The Hypotheses and Corollaries	31
III. PROCEDURES	36
The Sample	36
The Data Stages	38
The Instruments	45
IV. HYPOTHESES TESTED	50
Statistical Methodology	50
Hypothesis One: Goal-Oriented Perceptions and Behavior	52
Purposes of Hypotheses Two to Six	70
Hypothesis Two: Congregational and Hierarchical Polity	71
Hypotheses Three: Theological Stance	84
Hypothesis Four: Age of Minister	102
Hypothesis Five: Education of Minister	107
Hypothesis Six: Size of Congregation	115
Results Compared	119
V. THE FACTOR ANALYSIS	120
Procedures Followed	120
Factor One	126
Factor Two	127

Chapter	Page
V. (CONTINUED)	
Factor Three	128
Factor Four	129
Factor Five	130
Factor Six	131
Factor Seven	132
Factor Eight	134
Factor Nine	134
Factor Ten	135
Factor Eleven	135
Factor Twelve	136
Factor Thirteen	136
Factor Fourteen	137
Further Observations	137
VI. CONCLUSIONS	
Hypothesis Testing	139
Factor Analysis	143
Limitations of the Study	143
Applications of Results	145
SELECTED BIBLIOGRAPHY	155
APPENDIX A - COMPUTER PROGRAMS	166
APPENDIX B - SERMON SAMPLES TO ILLUSTRATE CONTENT ANALYSIS PROCEDURES	178
APPENDIX C - QUESTIONNAIRE	183
APPENDIX D - STATISTICAL FORMULAS	185
APPENDIX E - CORRELATION MATRIX	188

LIST OF TABLES

Table	Page
I. Means, Rankings, and Correlations of Items on Two Tests	53
II. The t Test for Correlated Observations Between Goal Perceptions and Goal-Oriented Behavior of Ministers	56
III. Analysis of Variance Between Congregational and Hierarchical Ministers	74
IV. Analysis of Variance of Ministers' Sermons by Theological Stance of the Minister	87
V. Analysis of Variance of Ministers' Sermons by Age of the Minister	104
VI. Analysis of Variance of Ministers' Sermons by Years Education of the Minister	110
VII. Analysis of Variance of Ministers' Sermons by Size of Congregation	117
VIII. Variables Used in Factor Analysis	121
IX. Eigenroots and Per Cent of Variance Before and After Rotation	122
X. Loadings on Factors After Varimax Rotation	125
XI. Identification of Variables in Correlation Matrix	189

CHAPTER I

INTRODUCTION AND REVIEW OF THE LITERATURE

Introduction to the Study

Charles Perrow (1961) identified two distinct types of organizational goals in his study of the hospital. The general purposes of the organization as found in its charter, annual reports, and in the public statements by its key executives, are named "official goals" by Perrow (1961, p. 855). Perrow names the ends sought through the actual operating policies and activities of the organization "operative goals." In addition to hospitals (Perrow, 1961), prisons (Grusky, 1959), and schools (Clark, 1960) served as settings for studies of operative organizational goals. These studies have had the disadvantage of confronting the researcher with a large, complex organization with many different official and unofficial hierarchies of organization. Not only is the description of the goals of such organizations complex, but the goals may vary depending upon which organizational hierarchy is being studied.

The present study is a study of the organizational goals of Protestant congregations. The Protestant congregation is an organization that is smaller and more manageable in scope. The minister of each congregation was assumed to be the chief executive and top functionary of the Protestant congregations included in the study, and, therefore, the principal goal carrier of these organizations. A total of 106 Protestant congregations were included in the sample. Of these, 96 responded

with a complete set of usable data. The data were gathered between November 15, 1971, and April 30, 1972.

The present study was conducted (1) to further investigate operative and official goals in organizations, (2) to describe these goals as they are found in the Protestant congregation, (3) to develop the methodological tools needed to measure and describe the organizational goals of Protestant congregations, and (4) to test predictions of directions of differences in goal priorities between official and operative goals made on the basis of existing theory.

On the basis of existing theory, differences were expected between the operative and official goals of an organization. Differences were also expected between goals of similar organizations. The differences were expected to occur as the result of three factors: (1) the hierarchy of needs in human beings, (2) the hierarchy of organizational needs, (3) ideological differences between functionaries of similar organizations. The expected differences were expressed in the form of hypotheses and corollaries which were tested in the study. Three additional hypotheses based on differences in age and education of the ministers, and size of their congregations, were tested.

In order to measure the organizational goals of the congregations included in the sample, the necessary instruments for doing so were developed. These included a scale of goals applicable to a religious organization, testing instruments capable of assessing operative and official goals independently using this scale of goals, and a questionnaire to obtain additional needed information.

The data gathered by means of these instruments were used to test the hypotheses and corollaries. The statistical tests used to test the

hypotheses and corollaries included analysis of variance and the F test, as well as correlation and the t test. A factor analysis was also made for exploratory purposes.

Models for Measurement of Organizational Goals

In most studies of complex organizations, official statements of goals are taken at face value. Considered in this way, goals may have little or no effect upon the actual activities of the organization (Perrow, 1961). This view of goals in organizations is a reflection of a distinctive "model" of organizational behavior which has dominated in the theoretical literature of complex organizations. Gouldner has called this the "rational model."

Gouldner (1959) postulates that two models have been applied in organizational analysis -- the rational model and the natural-system model. Gouldner (1959, p. 404) describes the rational model:

In the rational model, the organization is conceived as an 'instrument'--that is, as a rationally conceived means to the realization of expressly announced group goals. Its structures are understood as tools deliberately established for the efficient realization of these group purposes. Organizational behavior is thus viewed as consciously and rationally administered, and changes in organizational patterns are viewed as planned devices to improve the level of efficiency. The rational model assumes that decisions are made on the basis of a rational survey of the situation, utilizing certified knowledge, with a deliberate orientation to an expressly codified legal apparatus.

Human behavior, however, is both rational and non-rational. The departures from rationality are treated typically by those following the rational model as random mistakes, due to ignorance or error in calculation. The non-rational aspect of the human being is characteristically systematically disregarded.

The natural-system model was developed through polemics against the rational model. It tends to minimize the role of rationality in human behavior and stress the effect of non-rational norms upon organizational behavior. Gouldner (1959, p. 405) writes:

The natural-system model regards the organization as a "natural whole," or system. The realization of the goals of the system as a whole is but one of several important needs to which the organization is oriented....

Organizational structures are viewed as spontaneously and homistatically maintained. Changes in organizational patterns are considered the results of cumulative, unplanned, adaptive responses to threats to the equilibrium of the system as a whole. Responses to problems are thought of as taking the form of crescively developed defense mechanisms and as being importantly shaped by shared values which are deeply internalized in the members.

Since human orientations and behavior are both rational and non-rational, we can assume that both types of orientation and behavior exist at all levels of an organization. This would include all those individuals who are responsible for establishing the goals of the organization and assessing the degree to which they are carried out. Perception of goals and task-oriented behavior will not necessarily be consistent within or between such individuals.

A research design for investigating organizational goals should be based on an adequate theoretical model. Such a model would include consideration of both the rational and non-rational elements of human orientation and behavior.

This is the position taken by Thompson and McEwen (1958, p. 23):

It is postulated that goal-setting behavior is purposive, but not necessarily rational; we assume that goals may be determined by accident, i.e., by blundering of members of organizations, and contrariwise, that the most calculated and careful determination of goals may be negated by developments outside the control of organization members.

Chris Argyris (1964) also makes use of both a natural and a rational model of organization when he attempts to measure the effects of individual and organizational goal conflicts.

Types of Organizational Goals

Charles Perrow (1961, p. 854) uses both models in his study of the hospital. He discovered differing sets of goals when utilizing both models in his research design. He named the goals derived through use of a rational model "official goals"; and goals derived through use of a natural model "operative goals". Since these two concepts will be used in this study, they are defined and discussed below.

Official Goals

Official goals are those which are obtained when a rational model is utilized in the study of an organization. Perrow (1961, p. 855) writes:

Official goals are the general purposes of the organization as put forth in the charter, annual reports, public statements by key executives and other authoritative pronouncements. For example, the goal of an employment agency may be to place job seekers in contact with firms seeking workers. The official goal of a hospital may be to promote the health of the community through curing the ill, and sometimes through preventing illness, teaching, and conducting research.

Such official goals may have little or no effect upon the actual activities of the organization.

If official goals consistently represented the ends sought through the actual operating policies and activities of the organization, the task of organizational goal analysis and description would be greatly simplified. Such is not always the case, however. Official goals may

have little or no effect upon the actual activities of the organization (Perrow, 1961).

Operative Goals

Perrow (1961, p. 855) also describes another category of organizational goals.

Operative goals designate the ends sought through the actual operating policies of the organization; they tell us what the organization actually is trying to do, regardless of what the official goals say are the aims.

Operative goals bear no necessary connection to official goals. They are tied more closely to group interests. They may support, be irrelevant to, or subvert official goals.

Operative goals are difficult to get at and their discernment may be subject to error. A functionary of the organization may even deny operative goals which are uncovered through careful organizational analysis. Such was the experience of Clark (1960) when he discovered that the function of the junior college was to deal with the latent terminal student.

The Organizational Goal Carrier

All organizational goals must be established and carried out by human beings. Perrow (1961) says that operative goals will be shaped by the individuals equipped to best meet the important needs of the group. Such individuals will shape the operative goals to meet the imperatives of the most critical task areas in line with their own background characteristics and the unofficial uses to which they put the organization for their own needs.

According to Chris Argyris (1964, pp. 93-109), the higher the individual is up the executive ladder, the more likely it is that he can influence and alter the goals of the organization. E. Gross (1970) also supports this view. "In a small organization ... the top man's personal goals for the organization are the organization's goals."

Charles Spaulding (1961, p. 293) writes, "Top management sets the goals of the organization." The top executive must make the decisions involving the goals of the organization, its relationships to important outside groups, its basic structure and procedures.

Barnard (1938, p. 189) declares decision making to be the peculiar and basic work of top management. According to E. Wright Bakke (1952, pp. 14-22) every person in an organization tries to impose his image on the formal organization. He calls this the personalizing process. The top executive can do this most successfully. Chris Argyris (1954) discovered this to be true in his study of the organization of a bank when he operationalized and tested Bakke's fusion process theory. He found that authority is related directly to the personalizing process. "Those employees whose roles include authority also have high personalizing scores" (p. 231).

However, the goals of an organization are not set in an arbitrary manner by the top executives (Miller and Form, 1964, pp. 61-614). Formal organizations require the individual to accept a formal function. The goals to be worked toward and the procedures to be followed are established by the organization. The ideal employee accepts his position cooperatively and productively. Every person, including the top executives, must be molded at least to some degree into the image of the organization, if it is to accomplish its purpose. Bakke (1952) calls

this molding process the formal socializing process. Argyris (1954) found socializing scores to be consistently high among all employees when he investigated the organization of a bank. In Organization Man William H. Whyte (1956) describes the molding process of executives as extremely rigid.

Both the personalizing process and the formal socializing process occur simultaneously in the employee. Bakke (1952) writes: "The simultaneous operations of these two processes, as it were in opposite directions, from the organization to the individual, and from the individual to the organization, may be labelled the fusion process."

Argyris (1954, p. 235) found that fusion occurs most extensively in the top executive of the organization. He writes:

Fusion of an individual is facilitated to the degree to which the individual is free to organize the formal activities and create informal ones so that he can obtain maximum possible personality satisfaction and at the same time provide the organization with maximum possible satisfaction of its demands.

According to Sidney Mead (1954) the church in the United States is characterized by "voluntaryism"¹. This means that the local congregation is perceived by its members and others as a voluntary association. People are free to join or not, to contribute or not. As a result, political and executive skills are very important skills to be held by ministers serving United States Churches. Mead (p. 300) states that ministers with high levels of political skills are much in demand and are characteristically rewarded with the top denominational posts.

Chester Barnard (1948) describes the skills of an organizational leader as political skills. He must be able to organize and motivate

¹A term coined by Dr. Mead.

people, properly represent the organization, be able to make informal decisions, and be a good listener. These are skills which are of great value to a minister of a congregation in the United States.

In most congregations, the minister is the top executive officer. He is also the most important functionary with respect to the accomplishment of the goals of the congregation. In many smaller congregations, he is the only full-time employee of the congregation. He is normally charged with administrative responsibilities as well as teaching, recruitment, and indoctrination tasks. Since the fusion process occurs most extensively in the top executive of an organization, it will be assumed that this is the case with the minister of a congregation. It is assumed in this study that he is the individual who has internalized most completely the goals of the congregation, and that his role allows him to influence these goals to the greatest extent. The minister of the congregation is, therefore, considered to be the goal carrier of the congregation.

Hierarchy of Needs

The expected discrepancy between operative goals and official goals is based upon a recognition of levels of priorities regarding organizational tasks.

Maslow (1948), in his view of self-actualization, has described this hierarchy in terms of the individual. According to Maslow, needs constitute a hierarchy ranging from the lower needs, which are related to survival and propagation of the species, to the higher level needs, which are related to actualizing one's potentialities. The lower needs demand satisfaction before the higher needs become operative.

Bales (1959) discovered a similar principle at work in the small group. Through his small group experiments, Bales found that when groups under laboratory conditions would be given tasks or goals, typically they would focus upon achieving these goals. However, eventually disagreement or the effects of fatigue would divide the group. Bales found that when this happened it would become necessary for the group to stop its goal-directed activity and give attention to repairing the social damage that was being done. A kind of maintenance activity was required to satisfy "socio-emotional needs".

R. Cattell (1948) applies this same principle to the analysis of goal-oriented group behavior in his group syntality theory. Cattell says that only after the maintenance needs of the groups have been met, can the remaining synergy (total available energy in the group) be used in achieving the outside goals of the group. Maintenance synergy is relatively great in comparison to effective synergy.

Talcott Parsons (1956) extends the level of application of this principle beyond even the organization to the social system. Unfortunately, his categories are somewhat vague. He maintains that organizations may serve adaptive, gratifying, integrative, or pattern maintenance functions for the social system of which they are a part. The various organizations making up the social system must together perform all of these functions for the social system. Furthermore, Parsons maintains that each of these functions must be performed within the organization by its component units if it is to survive.

E. Gross (1969, p. 282) also maintains that a principle of need priority applies to organizations:

An organization must do more than give attention to goal attainment in order to attain its goals.... At least some

of the time and perhaps a great deal, must be spent on activities which in no sense make even an indirect contribution to goal attainment.

The principle of maintenance synergy is applied to organizations by Argyris (1964) and Perrow. Perrow (1961, p. 856) writes:

Every organization must accomplish four tasks: (1) secure inputs in the form of capital sufficient to establish itself, operate and expand as the need arises; (2) secure acceptance in the form of basic legitimization of activity; (3) marshal the necessary skills; and (4) coordinate the activities of its members, and the relations of the organization with other organizations and with clients or customers. All four are not likely to be equally important at any point in time. Each of these task areas provides a presumptive basis for control or domination by the group equipped to meet the problems involved.

In the search of the literature no substance of an empirical sociological study of organizational goals of a local religious group was found. Theories and theoretical statements based upon inference abound in the literature. The theories of Weber, Yinger, Hault, Nisbit, and Berger are well known.

Ideologies and Domain Assumptions

Definitions

The behavior of man is influenced by his ideologies and domain assumptions. Karl Mannheim (1936) gives two meanings to the term "ideology", the particular and the total. Mannheim (1936, p. 50) writes:

The particular conception of ideology is implied when the term denotes that we are sceptical of the ideas and representations advanced by our opponent. They are regarded as more or less conscious disguises of the real nature of a situation, the true recognition of which would not be in accord with his interests. These distortions range all the way from conscious lies to half-conscious and unwitting disguises; from calculated attempts to dupe others to self-deception.

Total ideology refers to "the ideology of an age or of a concrete historico-social group." Here, the concern is with "the characteristics and composition of the total structure of the mind of this epoch or this group" (Mannheim, p. 50).

In both of these conceptions of ideology, "ideas" are a function of him who holds them, and of his position in the social milieu. The specific character and life-situation of the subject influence his opinions, perceptions, and interpretations (Mannheim, 1936, p. 50).

Gouldner (1970, pp. 29-51) describes domain assumptions as the background assumptions applied to the members of a single domain. The assumptions include the beliefs and suppositions which members of the domain hold to be true in and of themselves. They are shaped by his world view and influence his manner of relating to the world.

Gouldner (1970, p. 33) lists the following characteristics of domain assumptions which are similar to those of prejudice:

... (1) there is a disposition to believe that there are certain attributes that will be manifested by all members of the domain which (2) are acquired well before the believer has had a personal experience with anything like a true sample of the members of the domain, and perhaps even before he has had any, but which (3) may nonetheless, entail the strongest feelings about them, (4) shape his subsequent encounters with them, and that (5) are not at all easily shaken or changed, even when these encounters produce experiences discrepant with the assumptions. In short, they are often resistant to 'evidence'.

Liberal-Fundamentalist Controversy

An ideological conflict occurred in American Protestantism which reached its peak during the 1920's. This was the Fundamentalist-Modernist controversy. Much of American Protestantism was divided into two polar positions as a result of the controversy. Although most of

the individuals originally involved in the dispute have since died, many of the effects of the controversy still remain, including the polarizations and ideological conceptions by many of the ministers who identify themselves as fundamentalists or liberals today (Chapman, 1971, pp. 1-18, 71-88). Handy (1955, p. 381) writes:

After serious conflict, bitter memories remain. They can hinder the wholesome development of individuals and groups. Religious contention especially may leave scars that make difficult the exercise of the virtues of love and humility--scars that continue to divide in a day when those who call themselves Christian need to understand and trust one another. In the 1920's the Fundamentalist-Modernist controversy raged in American Protestantism, and like all national strife, it has left bitterness and suspicion in its wake.

During the second half of the nineteenth century, many Protestant churches were having difficulty dealing consistently with intellectual problems (Handy, 1955, p. 284). Some ministers, particularly those in larger cities and in the educational centers of northern and eastern United States, adopted and utilized many of the intellectual techniques and ideas being propagated at the time. Other ministers saw the new views as a threat. They found that their congregations were losing the old certainty. The authority of the Bible was being called into question. New views concerning the origin of the world and the development of the human race which were advocated by evolutionists were seen as being in conflict with the teachings of the Bible (Handy, 1955, p. 385). As the years went by, the positions became more polarized and conflict between the two groups increased until the peak was reached in the 1920's.

Liberalism

According to Dillenberger and Welch (1954, pp. 211-215) liberalism

in American Protestantism was part of a broader development which affected not only religious but scientific, philosophical, economic, and political thought as well. Its central principles were drawn from two sources: the general intellectual outlook of the nineteenth century and the Christian experience out of which faith arises. Dillenberger and Welch saw liberal Protestantism as characterized by four themes: (1) an open-minded and tolerant spirit; (2) respect for science and the scientific method; (3) scepticism as to the possibility of achieving certain knowledge of ultimate reality; and (4) confidence in man and his future.

The dominant principles of liberalism were shaped by the following four factors.

The Authority of Religious Experience. Influenced by the writings of Friedrich Schleiermacher, liberals believed that the vital and abiding factor in true religion is not a correct understanding of God gained from the Bible, but rather a personal consciousness of God and the experience of His presence and power in the life of the individual (Burt, 1939, pp. 289-296).

Biblical Criticism. Liberalism held that the Bible had come into existence in much the same way as other ancient literature, and that it was a mixture of fact and fiction which recorded the spiritual insights of an ancient people. The task of interpretation was to discover the historical and religious realities behind the Scriptural accounts. The false was to be discarded and the true incorporated into the growing body of modern knowledge. Biblical scholars should employ all the tools

of literary and historical criticism to accomplish their task (Burt, 1939, pp. 308-318).

The Theory of Evolution. Liberals accepted and applied to religion the fundamental ideas in the theory of evolution as developed by Darwin and his successors. Several major consequences for their religious system resulted. A naturalistic view of man's origin and nature was adopted. Many held that since a purely natural explanation of the adaptation of organs to the ends which they serve is provided by the theory of evolution, it is no longer necessary to hold that a divine intelligence controls the economy of nature. The variations of life occurred randomly as the result of mutations and selection. An evolutionary model of progress was applied to man and his world (Burt, 1939, pp. 296-308).

The Social Gospel. Prior to the social gospel movement, churches were usually among the defenders of the status quo in social and political matters. Assistance to the economically deprived was largely restricted to material aid and spiritual comfort. Little was said or done to correct the flagrant abuses which caused the miseries. This acceptance of the existing order was severely criticized by many ministers identified with liberalism. The theme of the social gospel was that society could and should be thoroughly transformed. This was to be accomplished by improving individuals and reconstructing the social environment (Dillenberger and Welch, 1954, pp. 238-244).

Fundamentalism

The four factors discussed above, which shaped the theology of liberalism, were also the primary causes of the Fundamentalist reaction.

Fundamentalism was a crusade to defend the faith against views which sprang from an inordinate regard for human reason rather than the divine truth as revealed in Scripture. Fundamentalism was not only a theological phenomenon but a popular movement of considerable scope. It involved large numbers of lay people, as well as clergy.

The church had been moved from a central position to the sidelines. Spiritual and moral values were giving way to materialistic goals. The authority of the Bible was being questioned. Fundamentalists blamed liberal theology for these disturbing conditions (Cole, 1931, pp. 18-62). As a result, two cultures clashed within the Christian church.

The Fundamentalists sought to reinstate Christian orthodoxy and check the influence of secular culture upon the lives of Christians. Until 1909, the Fundamentalists had been fighting a losing battle. Liberalism continued to spread and conquer. However, beginning in 1909, The Fundamentals were published. Nearly three million copies were sent to the ministers of the English-speaking world. These initiated a resurgence of militant conservatism. The conservative-liberal controversy soon reached its highest intensity (Cole, 1931, pp. 52-62).

The Fundamentals were influential in propagating the theological tenets of Fundamentalism. Since Cole's study (1931), it has been customary to speak of the "five points" of Fundamentalism. According to Rudnick (1966, p. 48) the correct number is nine. These are given in the nine point doctrinal statement adopted at the Philadelphia conference of the World's Christian Fundamentals Association held in 1919. These were reaffirmed without change by the association annually for more than a decade. The points include statements on Biblical authority, the Trinity, deity of Christ, sin and its consequences, atonement,

Christ's bodily resurrection and ascension, His personal and premillennial return, regeneration by the Holy Spirit, and the resurrection and everlasting existence of both the saved and the lost.

Application to Study

Ideological differences resulting from identification by the minister with either the liberal or fundamentalist position are expected to result in significant differences with regard to the goal-oriented sermonic behavior and also the perceptions of goal priorities of the minister.

Each minister in the study was expected to have his own individual meaning for the theological stance which he ascribed to himself. He may or may not accept the tenets of historic liberalism or fundamentalism although he may describe himself as a liberal or fundamentalist.

Problems of Goal Measurement

The dominant mass of social science research is based upon interviews and questionnaires. According to Webb et al. (1966), interviews and questionnaires intrude as a foreign element into the social setting they would describe. The result is that they create as well as measure responses, and they often measure differences irrelevant to the topic at hand. This problem is also discussed by Kiesler, Collins, and Miller (1969, pp. 9-88) who state that interviews and questionnaires are reactive measures that do not make direct use of overt behavior. Rather, attitudes and values are inferred by the scientist from behavior resulting in the testing situation in response to questions which are part of the test.

Interviews and questionnaires are used so extensively because they are relatively efficient tools for gathering social scientific data, but they are not without weaknesses. All research methods have weaknesses. Webb et al. (1966) propose that interviews and questionnaires be supplemented by methods testing the same social scientific variables but having different methodological weaknesses.

Interviews, questionnaires, and similar reactive tests are based upon a theoretical model which makes certain assumptions regarding the relationships between what the human being believes, what his responses to the test questions are, and how he behaves in other situations. The model assumes consistency between the subject's answers to test questions (rational responses) and what he actually believes (values, opinions). This assumption simplifies the measurement of human values and opinions. Tests can be designed which measure human values and opinions by inferences drawn from the responses to the questions of the test. It is assumed that these responses provide a reliable measure of the actual values and opinions of the subject. The model further assumes that the values and opinions of the subject in the situation of interest will be consistent with the values and opinions held in the testing situation. It assumes that the behavior resulting in both situations will be consistent. Inferences and predictions regarding the behavioral patterns of the subject in the situations of interest can then be made based on the subject's responses to the test questions.

Unfortunately, the assumptions made when measuring values and opinions by means of interviews and questionnaires are not always valid. What the subject actually believes may not correspond to his answers to the test questions. Furthermore, his behavior in the testing situation

may not be consistent with his behavior in the situations of interest.

Kiesler, Collins, and Miller (1969, pp. 47-62) describe four types of irrelevant contributions to reactive attitude measures which may produce invalid findings. They are: (1) errors from the respondent; (2) characteristics of the experimental design; (3) errors from the experimenter; (4) characteristics of the measuring instrument.

Errors from the Respondent

The "guinea pig effect" results when people are aware they are being tested (Selltitz, p. 97). These effects have also been called the "reactive effect of measurement" by Campbell and Stanley (1963). According to Erving Goffman (1955), each subject will communicate his view of himself as well as substantive information called for when taking part in interpersonal communication. The respondent will be concerned about the face he presents as well as the true information about his opinion or attitude. The subject may respond in terms of what he considers to be the socially desirable response (Crowne and Marlowe, 1964). His opinion of what is socially desirable may not correspond with his private attitude or opinion.

Several techniques for minimizing the "guinea pig effect" were suggested by Kiesler, Collins, and Miller (1969, pp. 48-51), which have been used in the present study. The experimenter can preface his test with a set of instructions designed to minimize the evaluative or diagnostic aspects of the test responses. He may stress the scientific importance of an accurate response. He may assure the respondent of anonymity. He may state that there is no right or wrong answer.

Webb et al. (1966) suggest that a non-reactive test be administered to augment and complement the reactive test. Through such measures, opinions and attitudes can often be inferred from behavior of subjects not aware they are being tested.

Characteristics of the Experimental Design

Martin Orne (1962) argues that subjects may treat an experiment as a problem and search the procedure for cues about the response the experimenter is looking for. He has labeled the total of such cues "demand characteristics of the experimental situation." In a recent study, Orne and Evans (1965) demonstrated that the alleged antisocial effects induced by hypnosis can be accounted for by the demand characteristics of the research setting. In another study, Orne (1962) states that when he began a request for friends or acquaintances to do five push-ups with the statement "Would you do me a favor?", none complied. However, when he first asked the subjects if they would participate in a short experiment and then asked them to do five push-ups, the typical response was "Where?".

Orne argues that most subjects will try to enact the role of a "good subject" by validating what they perceive to be the experimental hypothesis. Subjects do not respond passively to an experimental situation. The experiment becomes a problem-solving experience in which the subject tries first to discover the experimental hypothesis and then produces the anticipated behavior.

The effect of the "demand characteristics" of the experimental situation can be reduced by several techniques employed in the present study. Aspects of the design which would give cues regarding the

experimenters hypothesis were concealed until after the non-reactive test was conducted. The experimenters hypothesis was not revealed to the subjects until after the reactive test was conducted.

Errors from the Experimenter

Rosenthal (1964, 1966) points out that experimenters often obtain data confirming their expectations. Two types of error resulting from the experimenter are described, experimenter bias and experimenter effect. Experimenter bias refers to differences in an experimenter's behavior from situation to situation which result from his different expectations. Experimenter effect refers to idiosyncratic characteristics of a particular experimenter which interact with the experimental conditions to produce the obtained outcome.

In the present study, experimenter bias was minimized by utilizing experimenters who were unaware of the specific hypotheses being tested until after they had gathered the data. Experimenter effect was minimized by using multiple experimenters.

Characteristics of the Measuring Instrument

Blumer (1969, pp. 30-40) states that operational procedures are often reified and canonized. Instead of allowing the empirical social world to provide indications regarding its arrangements and relationships, a specific procedure for approaching the empirical social world is regularized. It is assumed that the procedure catches the full empirical coverage of the concept or proposition under study.

Instead of going to the empirical social world in the first and last instances, resort is made instead to a priori theoretical schemes, to sets of unverified concepts, and to canonized protocol of research procedure. These come to be

the governing agents in dealing with the empirical social world, forcing research to serve their character and bending the empirical world to their premises (p. 33).

Blumer indicts public opinion polling for this type of error (pp. 195-208). There is no effort made to isolate public opinion as an object. Public opinion consists in what the public opinion polls poll. The technique and procedure have taken precedence. The findings resulting from the procedure are regarded as constituting the object of study, instead of contributing to the knowledge of the object of study.

The problem described by Blumer is very difficult to overcome. In the present study, an attempt was made to minimize the effect of the instruments upon an understanding of the social world being studied. This was done by developing the categories of the instruments from a sample of data drawn from the social world to be studied. The categories used in the two tests were developed by analyzing a pilot sample of minister's sermons. The problem described by Blumer is also taken into consideration in the interpretation of the findings. It is recognized that the procedure followed in the present study is only one way of measuring and describing the empirical world under study.

Purpose of the Study

The present study was conducted (1) to further investigate operative and official goals in organizations, (2) to describe these goals as they are found in the Protestant congregation, (3) to develop the methodological tools needed to measure and describe the organizational goals of the Protestant congregation, (4) to test predictions of directions of difference in goal priorities between official and operative

goals which were made on the basis of individual and organizational hierarchies of need and ideological differences.

Hospitals (Perrow, 1961), prisons (Grusky, 1959), and schools (Clark, 1960) served as settings for studies of operative organizational goals. These studies have had the disadvantage of confronting the researcher with a large, complex organization with many different official and unofficial hierarchies of organization. The description of operative goals for such an organization is a very complex task. The goals may vary depending upon which hierarchy is studied. According to Hall and Haas (1967) the size of an organization is not closely related to organizational structure. Size is an important variable only in inter-organizational studies, since size and power are probably positively related.

The Protestant congregation is an organization that is smaller and more manageable in scope. The study of goals is simplified because, according to E. Gross (1969, p. 278), "In a small organization ... the top man's personal goals for the organization are the organization's goals."

The minister of the Protestant congregation was assumed to be the top functionary, and, therefore, principal goal carrier of the organization. The Sunday morning sermon which he preached was assumed to be the single task which placed him in greatest personal contact with the organizational membership and best afforded him the opportunities to engage in behavior directed toward the accomplishment of organizational goals.

According to Sherif (1956), the setting is part of the "frame of reference" of any given behavior or act. The behavior or act can only

be understood and interpreted within its frame of reference. The research had to be so designed as to create one setting in which rational factors would dominate so that official goal priorities might be measured. The design also had to provide for a procedure for measuring operative goal priorities from behavior occurring in a natural system setting.

On the basis of existing theory, differences are expected between the operative and official goals of an organization. Differences are also expected between operative and official goals of similar organizations. It is expected that the differences occur as the result of three factors: (1) the hierarchy of needs in human beings, (2) levels of priorities regarding organizational tasks, (3) ideological differences between functionaries of similar organizations. It is not only expected that differences resulting from these three factors exist but that some differences based upon these three factors can be predicted.

In order to measure the goals and test the expected differences, some of the instruments and procedures for doing so had to be developed. These included (1) a scale of goals applicable to a religious organization; (2) testing procedures capable of testing operative and official goals independently using the scale of goals mentioned above; (3) predictions of directions of difference between official and operative goals based on the hierarchy of individual and organizational needs, as well as ideological differences between ministers. These are offered as methodological contributions in this study.

CHAPTER II

THE MODEL AND HYPOTHESES

Theoretical Model

This study uses two methods for seeking knowledge. These methods are experimentation and observation. Experimentation and observation are both methods in which general principles are inferred from patterns of phenomena observed in the empirical world. Explanations and inferences regarding objects and events in the empirical world are then made from these general principles and previous knowledge.

Experimentation

In the behavioral sciences, the model of experimentation is the laboratory experiment. Ideally, in this method a great deal of control is exercised over possible random variation to insure that the stimuli in the experimental situation of each subject is similar to that of every other subject.

The most important advantage of this method is that it calls for the random assignment of experimental subjects to experimental treatments. This has the effect of randomizing unmeasured individual differences which could otherwise obscure the results of the experiment. This frees the scientist from the shackles of ex post facto research and makes possible inferential research, in theory at least (Aronson, 1968).

In some cases, the laboratory experiment is even able to provide us with evidence about causation.

The most serious problem involved with experimentation is the effect of the experimental situation itself upon the subjects. This problem is complicated by the fact that human subjects are cognitively complex. Both rational and irrational factors come to play in the formation of their perceptions and behaviors (Chapman, 1971). The problem is further complicated by the fact that the human subject is social. His social world, present and absent, past and present, real and imagined, is importantly involved in the formation of his perceptions and behaviors (Blumer, 1969).

This problem renders inferences of the results of the experiment difficult for any situation which differs from the experimental situation, causing certain questions to arise. Are the cognitive factors and processes involved similar to those involved in the experimental situation? To what extent do differences in cognitive factors and processes result in differences in perceptions and behaviors? How does the peculiar social world or reference group, called to mind by the experimental situation, compare to that called to mind in the situation to which inferences from the results of the experiment are being made? Do reference group differences result in differences in perceptions and behaviors?

Observation

The observation method involves the controlled observation and description of objects and patterns of events as they occur in their

natural settings. To the extent that the measures used are non-reactive, the problem of experimental effect is reduced.

A very serious problem is introduced by this approach, however. The ability to control the many variables is seriously reduced. As a result of this, this method of research provides one with ex post facto findings. Predictions and inferences are less reliable. The confidence with which statements of causation can be made is drastically reduced.

The problem of measurement becomes difficult. Non-reactive measures are often limited and imprecise. The presence of the observer alters the social world of the human subject (Orne, 1962). The presence of the measurement instrument itself may result in modifications in the cognitive processes, perceptions, and behaviors of the humans being observed.

The Problem

How are the values and attitudes of human beings affected by measurements of their values and attitudes? Do human beings respond differently when they perceive themselves to be in different social roles with different reference groups? If so, is such a difference to be found in individuals who occupy organizational positions with regard to the priorities they assign to organizational goals? Charles Perrow (1961) found this to be the case in his study of the hospital. He discovered this difference by using two different models in his research design. He named the goals derived through use of a rational model "official goals", and goals derived through use of a natural model as "operative goals".

The question then arises, can this difference in goals also be

found within individuals in an organization who serve as carriers of the goals of the organization and who are charged with the responsibility of seeing to it that these goals are accomplished; and particularly, are "official goals" and "operative goals" to be found to exist in a religious organization? If they are, can directions of differences between official goals and operative goals be predicted on the basis of organizational needs, individual needs of persons occupying organizational positions, and the ideologies or domain assumptions of these persons? Can these three factors be used to predict differences in both goals between different organizations?

Operational Definition of the Problem

In order to answer the questions above, the goal priorities of the top executive officer of a religious organization were measured. These priorities were measured as they pertain to the sermon, which is considered most important in carrying out his teaching, recruitment, and indoctrination, responsibilities, and the task of preaching.

Two different tests were used to measure the priorities of the minister in preaching. One was a reactive test which was given in a setting in which the subject was aware he was taking part in a scientific investigation, but not aware of the precise purpose of the test. It was designed to tap the rational goal perceptions of the minister. These perceptions were his as a result of his experience and training as a minister. It was expected that these would reflect to a large extent his beliefs and values. This test was designed to measure the official goals of the minister in preaching. This test was named Test One.

The second test was designed to measure the goal priorities of the minister by classifying and measuring the content of his sermon. The behavior of the subject was recorded in a non-reactive setting while he was actually preaching a sermon to the congregation he was serving. His goal priorities were measured by analyzing his sermonic behavior.¹ It is expected that the goal priorities so measured would differ from the goal priorities measured by tapping his rational goal perceptions. This test was designed to measure the operative goals of the minister in preaching. This test was named Test Two.

A sample of chief functionaries of religious organizations was selected. The two tests described above were administered to each subject. Official goal priorities were measured by using a reactive test. Operative goal priorities were measured by analyzing a sermon of the subject preached in a natural non-reactive setting. An identical set of goal categories, designed to be exhaustive and mutually exclusive, was used in both tests.

It was expected that there would be a difference between the two sets of priorities obtained from each subject. The directions of differences between the priorities given to individual goals on each test were predicted. The predictions were based upon organizational needs and needs of the subject.

It was expected that there would be a difference in both official and operative goal priorities between subjects when these were grouped

¹Sermonic behavior is behavior related to the preaching of a sermon.

according to the polity² of the organization regarding tenure or occupational protection given to the minister.³ Some of the directions of differences were predicted. The predictions were based upon assumptions regarding individual needs of the minister resulting from the tenure or lack of tenure which he was given.

It was expected that there would be a difference in both official and operative goal priorities between subjects when these were grouped according to the ideology or domain assumptions of the minister, as determined by the theological perspective which the minister ascribed to himself. Some directions of differences were predicted. These predictions were based upon ideological tenets of theological fundamentalism and liberalism.

Groupings were also made to test differences resulting from the age of the ministers, the education received by the ministers, and the size of the religious organizations. No predictions of differences based upon organizational needs, individual needs of the minister, and ideological differences resulting from classification by these independent variables were made. It was expected that there would be fewer differences between groups when the subjects were grouped by these three variables than when they were grouped according to the polity of their

²Polity means the specific form of organization of a religious denomination or congregation. The term includes the management and employment policies of the organization.

³The subjects were divided into two groups. Those subjects who were ministers of congregations whose denominations provided tenure or a significant degree of job protection to its ministers were called "hierarchical ministers" in this study. Those subjects who were ministers of congregations whose denominations provided no tenure and little job protection were called "congregational ministers" in this study. Wood (1970) used these categories for classifying denominations.

congregations or theological perspective of the subject. Null hypotheses were, however, also developed and tested based on groups divided by age, by education of the minister, and by size of the congregation. These latter three hypotheses served two functions. They served as control hypotheses for the hypotheses developed and tested based on groups divided by polity of the congregation and theological perspective of the minister. They also served an exploratory function. The differences which occurred offer indications of directions for further research and development of theory.

A factor analysis also was run. This served an exploratory function. Indications regarding underlying factors and relationships between the various priorities of the goals, as well as other variables were sought.

The Hypotheses and Corollaries

The following hypotheses and corollaries were formulated for this research. The hypotheses are stated in null form. Following each of the first three hypotheses are corollaries. The corollaries predict expected directions of difference on the basis of the theory that was tested. Corollaries were developed for theoretically meaningful scale items.

Hypothesis One: There is no significant difference between goal-oriented behaviors within subjects when the setting and reference group of the ministers are changed.

Corollary A: Scale item one (meet psychological needs of the hearer) will rank higher in perceptual behavior than sermonic behavior.

Corollary B: Scale item two (meet physical needs of the hearer) will rank higher in perceptual behavior than sermonic behavior.

Corollary C: Scale item three (meet spiritual needs of the hearer) will rank higher in perceptual behavior than sermonic behavior.

Corollary D: Scale item four (consideration of family, community, or national problems) will rank higher in perceptual behavior than sermonic behavior.

Corollary E: Scale item five (tell hearer about God and His message) will rank higher in sermonic behavior than perceptual behavior.

Corollary F: Scale item six (present and explain teachings of the Christian Church) will rank higher in sermonic behavior than perceptual behavior.

Corollary G: Scale item seven (tell hearer of God's love toward man) will rank higher in perceptual behavior than sermonic behavior.

Corollary H: Scale item eight (point out and condemn hearer's sins) will rank higher in perceptual behavior than sermonic behavior.

Corollary I: Scale item nine (point out and condemn evil in the world today) will rank higher in sermonic behavior than perceptual behavior.

Corollary J: Scale item ten (help hearer to practice Christian stewardship) will rank higher in sermonic behavior than perceptual behavior.

Corollary K: Scale item 11 (help hearer to have and keep saving faith) will rank higher in perceptual behavior than sermonic behavior.

Corollary L: Scale item 12 (help hearer to be a better person) will rank low in both sermonic and perceptual behavior.

Corollary M: Scale item 13 (gain good will of the hearer) will rank higher in sermonic behavior than perceptual behavior.

Hypothesis Two: There is no significant difference in goal-oriented behavior between subjects grouped by the polity of their congregations.

Corollary A: Hierarchical ministers will rank higher than congregational ministers on scale item four (consideration of family, community, or national problems).

Corollary B: Hierarchical ministers will rank higher than congregational ministers on scale item eight (point out and condemn hearer's sins).

Corollary C: Congregational ministers will rank higher than hierarchical ministers on scale item nine (point out and condemn evil in the world today).

Corollary D: Congregational ministers will rank higher than hierarchical ministers on scale item ten (help hearer to practice Christian stewardship).

Corollary E: Congregational ministers will rank higher than hierarchical ministers on scale item 13 (gain good will of the hearer).

Hypothesis Three: There is no significant difference in goal-oriented behaviors between subjects grouped according to their theological perspective.

Corollary A: The liberal ministers will rank highest on scale item one (meet psychological needs of the hearer), and the fundamentalist ministers will rank lowest.

Corollary B: The liberal ministers will rank highest on scale item two (meet physical needs of the hearer).

Corollary C: The fundamentalist ministers will rank highest on scale item three (meet spiritual needs of the hearer).

Corollary D: The liberal ministers will rank highest on scale item four (consideration of family, community, or national problems), and the fundamentalist ministers will rank lowest.

Corollary E: The fundamentalist ministers will rank highest on scale item five (tell hearer about God and His message), and the liberal ministers will rank lowest.

Corollary F: The fundamentalist ministers will rank highest on scale item eight (point out and condemn hearer's sins).

Corollary G: The fundamentalist ministers will rank highest on scale item nine (point out and condemn evil in the world today).

Corollary H: The fundamentalist ministers will rank highest on scale item 11 (help hearer to have and keep saving faith).

Corollary I: The liberal ministers will rank highest on scale item 12 (help hearer to be a better person), and the fundamentalist ministers will rank lowest.

Hypothesis Four: There is no significant difference in goal-oriented behavior between subjects when grouped according to age.

Hypothesis Five: There is no significant difference in goal-oriented behavior between subjects when grouped according to their education.

Hypothesis Six: There is no significant difference in goal-oriented behavior between subjects when grouped according to the size of their congregations.

CHAPTER III

PROCEDURES

The Sample

The original sample included 106 ministers selected for inclusion in the study. Data obtained from 96 (90.6%) of these were ultimately used in the study.

Three ministers (2.8%) refused to participate in the study. Two of these refused when first asked, and one refused to do the card sort. A follow-up contact was made to the latter minister. He responded by writing a justification for his refusal.

Of the original sample, 103 ministers participated in the study. Data from seven of these could not be used, however. The data from the card sort administered to two ministers were improperly recorded. The taped sermons from four ministers were inaudible. The taped sermon from one minister was placed in a cassette player which was stolen during the coding stage of the study. Because the data from them were incomplete, these seven ministers were excluded from the study.

The data were gathered by 34 student volunteers enrolled in the two sociology classes at Oklahoma State University. Both classes were taught by the writer. The first was a sophomore level Social Problems class offered the Fall of 1971. The other was a junior level Social Psychology class offered the Spring of 1972. The data were gathered between November 15, 1971, and April 30, 1972.

Each volunteer interviewer was asked to gather data from a sample of not more than four ministers from his home town. Stillwater, the town in which Oklahoma State University is located, was excluded from the towns which could be used. The students who were from Stillwater were asked to substitute another community. By using this technique, ministers in the sample were drawn from 21 communities in Oklahoma and communities in five other states: Illinois, New Jersey, Texas, Arkansas, and Wisconsin. This method of selecting the communities kept the cost and effort required to gather the data at an acceptable level. It also permitted the interviewer to work in a community with which he was familiar, and where he was known. This procedure of community selection also made it possible for all the data to be gathered through personal contact with the minister. The latter two factors may account, in part, for the very high proportion of the sample (97.2%) who participated in the study.

Each interviewer was limited to four subjects. He randomly selected these subjects in advance from his community. Once a subject was selected, he had to be used. Replacement of subjects to the population of subjects in the community was not followed. Once a subject was selected by an interviewer, all other subjects of the same denomination as the subject were excluded from the population subsequently sampled. Replacement of subjects, however, occurred between different interviewers working in the same community. Following this procedure, two subjects were chosen twice by different interviewers gathering data in the same communities.

The Data Stages

The Collection Stage

The procedure for gathering data was substantially identical during the Fall, 1971 and Spring, 1972 semesters. During the fourth week of the semester, the students were invited to participate in the data gathering phase of the study. The procedures were briefly explained. The students were told that at this point a description of the purpose of the study and the specific hypotheses to be tested would not be given. They were told that these would be given after the data had been gathered by the volunteers. A presentation on methodology for gathering social psychological data was given and the problems of experimenter bias (Kiesler, Collins, and Miller, 1970) and demand characteristic (Orne, 1962) were explained. In this way the contamination resulting from experimenter bias was reduced (Webb et al., 1966). Experimenter effect would be minimized through the use of multiple interviewers.

Nine students enrolled in the Social Problems course and 25 students enrolled in Social Psychology volunteered to gather data for the study. Each volunteer was individually briefed by the writer. At the briefing, the instruments and material needed to gather the data were issued.

During the briefing seven points were stressed.

Point One. The subjects were to be selected from the home community of the interviewer, unless this would work an undue hardship on the interviewer, or unless his home town was Stillwater. In these special cases an appropriate alternate community was selected by the interviewer after discussion with the writer.

Point Two. The interviewer decided how many subjects he would approach to gather data. He could select a minimum of one and a maximum of four. He would randomly select the first Protestant church from the total population of churches in the community. After his first selection had been made, he would select subsequent churches, only after having eliminated the church (churches) already selected and all others of the same denomination from the population which the subsequent churches were selected.

Point Three. The pastor of the church was contacted. Only the regular pastor of the church was to be used. Guest pastors, assistants, etc. were to be avoided. The requirements for the study were explained to the pastor. He was told that the data will be gathered in a three step sequence. The specific procedures for each step were to be described only when the previous steps had been completed. In this way contamination was minimized. He was assured that precautions would be taken to protect his anonymity when the data would be analyzed and the results reported. His permission to gather the data was secured.

Arrangements for the taping of a sermon were made with the pastor. The sermon must be one that he would be preaching to his congregation on Sunday morning. Sermons preached at other times were to be avoided. In many cases, the church already had a public address system or a system for the recording of sermons. In these cases a cassette tape recorder could be tied directly into the existing system. If there was no such system, arrangements would have to be made for recording the sermon from the nave of the church during the service. In some cases, the minister routinely recorded all sermons. If this were the case, the recording of the most recent sermon could be duplicated and the next step of the

data gathering sequence administered. A gap of more than a few days between the recording of the sermon and the administration of the next step was to be avoided. The minister was to be asked the approximate length of his sermon so that a tape of sufficient length could be used. In most cases, a cassette tape which plays one-half hour on each side was of sufficient length for the recording of a sermon. The tape was to be played after the recording to make sure the recorded sermon was audible.

Point Four. The second step was the administration of the card sort. The interviewer was to read the instructions on the top card of the deck to the subject. He asked the subject if he understood what was required. If the subject seemed confused as to how to proceed, the interviewer could suggest that the subject rank the cards into two piles first, and then rank the cards within each pile. Then he could compare the bottom cards of the top pile with the top cards of the bottom pile to make sure the ranks of these cards were correct. When the cards had been ranked, the rubber band was replaced around the card deck.

Point Five. The final step was the administration of the questionnaire. The interviewer was to stress that an answer is needed to every question. Question seven required a judgment on the part of the subject. If he had difficulty with this question, he was to be encouraged to mark the category which he believed most nearly described him.

Point Six. After the three steps had been completed, the interviewer was to thank the subject for his cooperation. After leaving the pastor, the interviewer was to transfer all information to the interview sheet. The statements on the cards were to be listed in order as ranked

by the pastor. After the cards had been listed, the deck was to be shuffled and the direction card placed on top. The deck was now ready for further use. The name of the interviewer and the date of the interview was placed on the interview sheet. The interviewer was encouraged to write a paragraph describing anything about the church, the pastor, or the testing situation that he considered to be of possible help in the interpretation of the tests.

Point Seven. After the purpose of the study and the hypotheses to be tested in the study were described to the class, the interviewer was encouraged to call back on the ministers they interviewed and debrief them by informing them of the purpose of the study.

When the interviewers submitted the data they had gathered, they were individually debriefed to ensure that they had followed the procedures outlined above, and also to make sure all portions of the data gathered were valid.

The Coding Stage

Each set of data was checked to make sure it was complete. A preliminary number from 1 to 103 was assigned to each set of data. The number was placed on both the cassette or tape and on the interview sheet.

Preliminary practice content analysis was done of taped sermons not included in the study. A procedure was developed by which a single sheet of lined paper was used for each sermon. The number of the sermon was placed at the top of the sheet. The first 13 lines were numbered consecutively. The analysis was carried out by placing a vertical mark in the line corresponding to the category to which it belonged for every

item occurring during the analysis. Whenever four vertical marks had been marked in a category, the fifth mark was a horizontal line drawn through the previous four. Two other coders were hired and trained.

A total of 27 tapes were analyzed simultaneously by two coders in order that the reliability coefficient for the content analysis could be calculated. The reliability coefficient was calculated utilizing the procedure described by Kerlinger (1965, pp. 432-440). The formula used is given in Appendix D. The reliability coefficients for these 27 tests ranged from a low of .87 to a high of .99. The mean reliability coefficient was .94. For these 27 tests, the mean of the scores was used after rounding up to the nearest integer. The remaining 69 tapes were analyzed by the writer. Portions of two sermon transcriptions coded to illustrate the content analysis procedure are given in Appendix B.

The 37 items of data for each subject were punched on two IBM data cards. The data were arranged in fields of four columns for each item, beginning with column five of each card. Columns one to four of each card were reserved for subject number and card number.

The first 13 fields contained the rankings given to each item of the card sort. The next 13 fields contained the frequency count from the content analysis for each category of the scale. Field 27 contained the age of the minister in years. Field 38 contained the number of years in the ministry by years.

The denomination of the minister was placed in field 29 according to the following code: 1 = Assembly of God; 2 = American Baptist; 3 = Southern Baptist; 4 = Freewill Baptist; 5 = Disciples of Christ; 6 = Church of Christ; 7 = United Church of Christ; 8 = Episcopal; 9 = Lutheran, LCA; 10 = Lutheran, LCMS; 11 = United Methodist; 12 = Nazarine; 13 =

Nondenominational; 14 = United Presbyterian; 15 = Presbyterian, USA; 16 = Seventh Day Adventists; 17 = Unitarian; 18 = Lutheran, ALC.

Field 30 contained the years of education of the minister beyond high school by years. Field 31 contained the number of parishes which the minister had served during his ministry, after completing his training. Field 32 contained the number of years the minister had served his present parish, by tenths of years. Field 33 contained the self-perception of the theological stance of the minister: 1 = fundamentalist; 2 = conservative; 3 = moderate; 4 = liberal.

The number of adults who hold membership in the congregation served by the minister was contained in field 34. The number of people attending the service at which the taped sermon was preached was contained in field 35.

The size of the community in which the church was located was given in field 36: 1 = 1,000,000+; 2 = 500,000 - 1,000,000; 3 = 250,000 - 500,000; 4 = 100,000 - 250,000; 5 = 50,000 - 100,000; 6 = 25,000 - 50,000; 7 = 10,000 - 25,000; 8 = 5,000 - 10,000; 9 = 2,500 - 5,000; 10 = 1,000 - 2,500; 11 = 500 - 1,000; 12 = 200 - 500; 13 = less than 200.

Field 37 contained the code describing the polity of the congregation regarding tenure of the minister: 1 = congregational; 2 = hierarchical.

The Analysis Stage

The analysis of the data was carried out in two phases utilizing the 360-65 IBM computer located in the computer center of Oklahoma State University. The computer programs used are given in Appendix A.

The first phase was the statistical testing of the hypotheses and corollaries. The first program given in Appendix A is the computer

program which was written in order to compute the various statistical tests needed for testing the hypotheses and corollaries given in Chapter III.

This program included procedures which made possible a meaningful analysis of the data. The directions of the scale of the card sort test were opposite to the directions of the scale of the content analysis test. In order that the direction of the two scales might correspond, the direction of the data from the card sort test was reversed by multiplying each score by -1 and adding 14 to it. The data from the content analysis test and the card sort test were each weighted by proportioning.

The program used the resulting proportions to compute the statistical tests needed to test the hypotheses and corollaries. A paired t -tests for correlated data were used to test differences between corresponding items from the two tests within the subjects. Analyses of variance for grouped data were used to test differences between various groupings of subjects. The results are given in Chapter V.

The second program in Appendix A is the program used for the second phase of the analysis. This program also reversed the direction of the data from the card sort test. In this phase the data for all the ministers were pooled, and the variables were compared. This was done by running a factor analysis using 35 variables. This program yielded the means and standard deviations of each of the variables, a 35 variable correlation matrix (Appendix E) as well as the findings from the factor analysis (Chapter VI).

The Instruments

In determining the instruments to be used in the study, a number of criteria had to be considered. First, the instruments needed to provide valid measures of the variables being tested. Second, they had to be defined so that replication would be possible. Third, they had to be applicable to clergymen in a religious organizational setting. Fourth, they needed to generate data in a form amenable to statistical testing.

The Scale Categories

No usable scale for the measurement of goals by ministers in sermons was found; therefore, a usable scale had to be devised. The scale had to meet three criteria. First, the categories were required to be mutually exclusive. Second, the categories had to be exhaustive. Third, a minimum number of categories was required.

The scale used in the study was devised by trial and error using a pilot sample of sermons. This was done before the gathering of the data used in the experiment was begun. The scale was devised between March and October, 1971.

Categories Concerned With Needs or Problems.

1. Meet psychological needs of the hearer.
2. Meet physical needs of the hearer.
3. Meet spiritual needs of the hearer.
4. Consideration of family, community, or national problems.

Didactic or Prophetic Categories.

5. Tell hearer about God and His message.
6. Present and explain teachings of the Christian Church.

7. Tell hearer of God's love toward man.
8. Point out and condemn hearer's sins.
9. Point out and condemn evil in world today.

Response Evoking Categories.

10. Help hearer to practice Christian stewardship.
11. Help hearer to have and keep saving faith.
12. Help hearer to be a better person.
13. Gain good will of the hearer.

The Card Sort

The card sort was one of two tests devised utilizing the scale categories. The card sort test will be referred to as Test One, and the cards of the card sort as scale items. Test One is a reactive test, while Test Two is a nonreactive test. Both use the same scale categories.

The card sort was administered to the minister after the taped sermon had been obtained. It consisted of a deck of 14 cards whose dimensions were 4 $\frac{1}{2}$ " by 2 $\frac{7}{8}$ ". Thirteen of the cards had the scale categories printed on them (see above). The fourteenth card had the following printed on it.

When preaching a sermon, a minister may have one or more goals or purposes in mind. Each card in this pack gives one possible goal or purpose a minister could have in mind when preaching. Please sort the pack of cards in order of priority and importance, placing the most important face up on top, the next most important beneath it, with the least important on the bottom.

A total of 40 identical decks were printed. The cards containing the categories of each deck were shuffled. The direction card was

placed on top. A rubber band was placed around the deck, and it was ready for use.

The card sort test was designed as a reactive test to be administered in a testing situation. It was designed to measure in a rational setting the opinion of the minister regarding the organizational goal priority toward which he is striving through preaching. Unfortunately, opinions cannot be measured directly. Behavior resulting from opinions can be measured, however. The card sort measured the behavior (order in which the cards were sorted) resulting from the perceptions of the minister while in a rational setting regarding his priority of goals when preaching.

The Content Analysis Test

The second test was the content analysis test, referred to as Test Two. It was a nonreactive test designed to measure actual sermonic behaviors in natural settings using the same 13 scale categories used in the content analysis test.

The sermons were recorded on tapes by the interviewers. A total of 103 tapes were submitted. A content analysis was conducted of each taped sermon. It was decided to conduct the content analysis directly from the recorded tape, rather than from transcriptions made from the tape. According to homiletical theory (Caemmerer, 1959), a sermon is only a sermon when it is delivered to a congregation of hearers. A recording of a sermon is less than the sermon which had been delivered. The setting, as well as the facial expressions and other physical gestures of the minister, are all lost. A transcript of the recording is less than the recording. The pauses, inflections, modifications in

pitch, tone, and volume are all lost. These vocal nonverbal gestures can be important in the interpretation of the meaning of the statements in the sermon.

Ideally, the content analysis would have been conducted from the audience while the minister was preaching. Unfortunately, there were some serious drawbacks to this approach. It would have been difficult to develop the skill to analyze as fast as the minister was preaching. Validation of the content analysis of a given sermon by reanalyzing it could not have been done. The procedure would have been quite disturbing to the other hearers in the church.

Since conducting the analysis from the audience while the minister was actually preaching was found to be unfeasible, the next closest procedure was selected. The analyses were made directly from the tapes. Following this procedure, the nonverbal vocal gestures could be taken into consideration; the tape could be stopped, if the analyzer could not keep up; and the tape could be reanalyzed in order to check the validity or reliability of a previous analysis of that tape.

The theme was the unit of analysis employed in analyzing the taped sermon. A theme is a single assertion. Usually, it is a logical sentence containing a subject and predicate. This was the unit of analysis suggested by Holsti (1969) as the almost indispensable unit of analysis in the research of values, attitudes, beliefs, and the like. Because no other instrument considered was found suitable for analysis of the data concerning operative goals of ministers that would have been bias free and reliable, this method was justified.

The content analysis measured the actual goal oriented behavior of the minister in the sermon. Each theme or logical sentence of every

sermon was placed under the category where it best fitted on the 13 scale categories given above. Sample transcriptions from the taped sermons indicating how they were coded are given in Appendix B.

The Questionnaire

After the card sort had been administered, a one page, ten question questionnaire was administered to obtain additional needed information. Items regarding age, length of time in the ministry, denomination, amount of formal education, number of parishes served, length of time at present parish, theological perspective, size of parish, size of attendance at service, and name of community in which the church was located were included in the questionnaire. The questionnaire is to be found in Appendix C.

The Interviews

After the first three instruments had been administered, the interviewer was encouraged to continue with an informal, unstructured interview of the subject. These impressions were to be placed on the test sheet. In addition, the writer conducted six informal, unstructured interviews of ministers who had participated in the study. These interviews, as well as those conducted by the student interviewers, indicated that, in general, there was a positive attitude on the part of the ministers toward the other tests, as well as an understanding of what was meant by the categories of the card sort. The interviews, however, gave little additional insight into organizational goals as perceived by the minister.

CHAPTER IV

HYPOTHESES TESTED

Statistical Methodology

Problem Encountered

Considerable variation in the total number of themes between sermons was encountered. Less than 100 themes were found in 11 sermons. The fewest number of themes in a sermon was 41. On the other hand, 8 sermons contained more than 300 themes. The largest number of themes in a sermon was 358. A ratio of 8.73 to 1 existed between the number of themes of the sermon with the greatest number and the sermon with the fewest number of themes. The problem was overcome by weighting the data of each sermon by proportioning. The proportions assigned to each item total 1.0 for each of the two tests. The ratio of the items within each test for every sermon remained the same after weighting as before weighting. The data between sermons after weighting could then be meaningfully compared. The means given as outcomes to the analysis of variance tests were means of proportions, rather than means of raw data.

Statistical Tests Used

The analysis of variance was made by using computer program one given in Appendix A for each grouping. This program ran a separate analysis of variance for each variable.

The level of confidence that was used for the rejection of the null hypotheses of no difference was the .05 level.

The significance test for a single test by a given independent variable was determined from the correlation coefficient if the measurement scale of the independent variable was at least ordinal. Since this procedure offers a little more precision when making the comparison between two scales, it was followed.

The procedure for determining the confidence interval for correlation coefficients which was used is that described by Snedecor and Cochran (p. 185). The procedure is described in Appendix D. The confidence interval at the .05 level for the two-tailed test using 96 subjects was $\pm .200$. The confidence interval at the .05 level for the one-tailed test was $\pm .169$. The one-tailed test was used only to test the corollaries in which direction was predicted. All other tests used the two-tailed test.

In the case where the independent variable consisted of nominal groups, the two group t test was used to determine the probability that the null hypothesis of no difference between the two groups was true. The analysis of variance computer program (Appendix A, Program One) was used to make these calculations.

The same program was used to make a comparison between groups of subjects utilizing the data from both tests for each variable. This test resulted in two probability scores. The first one was the probability of no difference between the groups on the two tests for each variable. The second was the probability of no group-by-test interaction.

Finally, the same program was used to determine the probability of no difference between the two tests within subjects for each variable.

A series of correlated paired t tests was run to determine these probabilities.

Hypothesis One: Goal-Oriented Perceptions
and Behaviors

First Test of Hypothesis One

Null Hypothesis One states that there is no significant difference between goal-oriented behavior within subjects when the setting and reference group of the minister are changed.

Test One and Test Two each reflect goal-oriented behaviors of the same ministers under different settings in which different reference groups come into play.

Two different statistical procedures were used to test Hypothesis One. In the first, the means of the items on the two tests were compared to determine the relationship between corresponding items. The means used were the means of the raw scores for each item on both tests. The scores for each subject on Test One were inverted in order that the two tests would be directly correlated to one another. The result of this procedure was that the higher the priority given to an item of the card sort, the higher the mean of the item would be. It was assumed that the distance between ranking positions was equal. The means of Test Two were the means of the actual frequency count for each category in the content analysis. The means for each item on the two tests, the correlation between corresponding items, and the ranking of items within each test are given in Table I.

If the null hypothesis were valid and there were no difference in the responses of ministers as measured by the two tests, a high positive

TABLE I
 MEANS, RANKINGS, AND CORRELATIONS OF
 ITEMS ON TWO TESTS

Item	Card Sort		Content Analysis		Correlation
	Mean	Ranking	Mean	Ranking	
1	7.60	2	4.45	12	.09
2	7.51	2	7.57	11	-.13
3	7.83	1	8.87	8	-.01
4	7.21	6	7.72	10	.14
5	7.02	8	38.33	2	-.10
6	7.48	4	44.37	1	-.05
7	6.92	9	14.50	5	-.05
8	7.40	5	8.26	9	-.09
9	6.79	10	10.88	7	-.11
10	6.72	11	15.83	3	-.04
11	7.15	7	11.72	6	.16
12	6.71	12	2.38	13	-.01
13	4.59	13	15.44	4	.09

N = 96

$r_{.05} = .20$

correlation between corresponding items in the two tests would be expected. The confidence interval for no difference at the .05 level was between +.799 and +1.0. Ninety-five per cent of the correlation scores would be expected to fall within that range if the null hypothesis were valid.

If the differences between the responses to the two tests were relatively small, somewhat lower, though still relatively high, positive correlations would be expected. Instead, it was found that 9 of the 13 correlations were actually negative. This indicated that there was indeed a significant difference between the responses to the two tests.

Interpretation of First Test

The ministers considered item three to be of the greatest importance in preaching, "Meet the spiritual needs of the hearer." Yet, this item ranked eighth as to frequency with which these same ministers included items fitting that description in their sermons. The second highest rank was given by ministers to item one, "Meet the psychological needs of the hearer." This item ranked next to the bottom when their sermons were analyzed. Third rank was given to item two, "Meet physical needs of the hearer;" yet, the content analysis of the sermons revealed that this category ranked eleventh as to frequency. On the other hand, ministers gave the lowest rank to item 13, "Gain the good will of the hearer;" yet, items fitting this category were found to be fourth in frequency among the 13 categories of the content analysis.

The category in which sermon themes most frequently belonged was category six: "Present and explain teachings of the Christian Church." This item was ranked fourth by the ministers. The category with the

second highest frequency count was category five: "Tell hearer about God and His message." This item was ranked eighth by the ministers.

Second Test of Hypothesis One

The second procedure used for testing null Hypothesis One was a t test for correlated observations between tests within the 96 ministers included in the sample. The test was made on all 13 items using proportioned data. The results are given in Table II. The differences between the two tests were significant for 11 of the 13 items.

The findings resulting from each of the two statistical procedures led to the rejection of null Hypothesis One. Since null Hypothesis One was rejected, each of the corollaries to Hypothesis One in which the direction of difference was predicted on the basis of theory was tested.

Tests of First Three Corollaries to Hypothesis One

Corollary A to Hypothesis One states that scale item one will rank higher in perceptual behavior than sermonic behavior. The card for scale item one reads: "Meet psychological needs of the hearer." In line with the official goals of a religious organization, the minister should be more concerned about the needs of individuals than the needs of the organization. The priority of these means should rank psychological needs just below spiritual needs. This was found to be the case in the means of the proportions for item one of Test One given in Table II. The proportioned mean ranking was .083 which was the second highest ranking given to any of the 13 items.

The results of Test Two, however, show that this was not the case

TABLE II

THE t TEST FOR CORRELATED OBSERVATIONS BETWEEN GOAL PERCEPTIONS
AND GOAL-ORIENTED BEHAVIOR OF MINISTERS

Item	Proportioned Means N = 96		Between Tests	
	Test One	Test Two	F Ratio	Probability
1	.083	.024	191.32	<.001
2	.082	.041	48.39	<.001
3	.086	.048	46.63	<.001
4	.079	.041	31.13	<.001
5	.077	.206	91.23	<.001
6	.082	.228	134.50	<.001
7	.076	.078	.09	.754
8	.081	.041	41.15	<.001
9	.074	.054	8.42	.004
10	.073	.079	.46	.505
11	.078	.061	8.08	.005
12	.073	.014	97.27	<.001
13	.050	.078	8.71	.004

Test 1 = Card sort by ministers.

Test 2 = Content analysis of ministers' sermons.

in the sermons of these same ministers. The number of sermon statements regarding meeting psychological needs of the hearer came to only .024 of the total number of sermon statements. On Test Two the frequency with which themes were placed in category one ranked twelfth among the 13 categories. The t test for correlated observations showed that the difference was significant for the probability of no difference was $<.001$. The test substantiates the theory. Corollary A was confirmed. The high priority given to meeting the psychological needs of the hearer was not reflected by the content of their sermons.

Corollary B to Hypothesis One states that scale item two will rank higher in perceptual behavior than sermonic behavior. The card for scale item two states: "Meet physical needs of the hearer." A relatively high ranking by the ministers of this item would again be expected, because it is concerned with the needs of the hearer, whom the church seeks to serve. The data was in line with this expectation. Table II reveals that the proportioned mean of item two of Test One was .082. This was the third largest mean among those included in Test One. Physical needs of the hearer were given a priority just below psychological needs of the hearer.

This was not the case, however, when the sermons of the ministers were analyzed. The proportioned frequency count mean was .041, which was the third lowest count for the categories in Test Two. The content analysis revealed that ministers included relatively few references to the physical needs of the hearer. Yet, there were more than 70% more references to physical needs than to psychological needs in the sermons of the ministers. The t test showed that the difference between item

two on Tests One and Two was significant with the probability of no difference less than .001. Therefore, Corollary B was confirmed.

Corollary C of hypothesis one states that scale item three will rank higher in perceptual than in sermonic behavior. The official goal of a religious organization is to meet the needs of the people it is serving. The need it is particularly well equipped to meet is the spiritual needs of people. This fact is reflected by the ranking given to item three of the card sort by the minister. Card three reads: "Meet spiritual needs of the hearer." The proportioned mean ranking given by the ministers was .086 which was the highest given to any card in the card sort. Ministers assigned the highest priority to meeting the spiritual needs of people.

Though this was the case for the priority given to this item during the card sort test, it was not true of the ministers' sermons. Items referring to spiritual needs of people, or the meeting of these needs, occurred only 4.85 times out of every hundred in the sermons of the ministers. This frequency ranked eighth in size among the categories used in the content analysis. It had the highest frequency among the three categories concerning the needs of people. The t test revealed that the difference between the two tests on item three was significant with the probability of no difference less than .001. Corollary C was thus confirmed.

Significance of First Three Items

The three categories regarding meeting the needs of people through preaching were ranked first, second, and third in importance by the ministers. This reflected the fact that the important official goals of

the church include meeting the spiritual, psychological, and physical needs of people. Yet, the total references to considerations of these needs amounted to only .114 of the number of themes in the sermons. Even if these items had been given only average consideration in the sermons, the proportion would have been .230. Actually, .114 represents less than one-half that number. The total time allotted to the consideration of these three human needs amounted to about one-half the time given to item six, presenting and explaining the teachings of the church.

Tests of Remaining Corollaries to Hypothesis One

Corollary D of Hypothesis One states that scale item four will rank higher in perceptual behavior than sermonic behavior. Card four of the card sort reads: "Consideration of family, community, or national problems." The Christian ethic values highly certain social institutions. The Christian is to pray for his government, pay his taxes, and be obedient to those in positions of authority. The institution of the family is particularly valued. These values should be reflected in a moderately high ranking of this card by the ministers. The ministers did give a proportioned mean ranking of .079, which was sixth in rank among the items, to item four.

The needs of the religious organization are not always the needs of the organizations represented in item four. In fact, at times the government, the community, the school, and even the family may actually be in competition with the religious organization. A limited availability of time, money, and other resources, as well as possible value conflicts contribute to such competition. It was expected, therefore,

that the proportioned mean of the sermonic behavior classified under category four would be lower than the proportioned mean resulting from the card sort. The proportioned mean of the sermonic behavior belonging under category four was .041 (see Table II). This category ranked tenth in size among the categories of the content analysis test (see Table I). The t test demonstrated the difference between Test One and Test Two for item four was significant. The probability of no difference was $<.001$. Corollary D was confirmed.

Corollary E states that scale item five will rank higher in sermonic behavior than in perceptual behavior. The card for item five reads: "Tell hearer about God and His message." The role of preacher as a spokesman for God is not particularly popular with the hearer today. Therefore, the importance of this role was expected to be played down by the ministers in their ranking of card five. Yet, the role is essential for the minister in his preaching. The credibility of what he says is less likely to be challenged if it is supported by Bible references or identified by the preacher as God's word. This is an important technique for establishing and maintaining the norms of the religious organization and getting its members to comply with otherwise unpopular patterns of behavior and beliefs. Without the identification by the preacher of what he says with God's word, his statements might be readily challenged by the hearer. The basis for the authority of the preacher and his message lies in the fact that he purports to speak for God.

The need of the minister to reinforce his sermon with references to God and His message was evident from the fact that 20.6% of the statements in the sermons included in the sample belonged in category five.

This category had the second highest frequency count of themes among the categories of the content analysis test. Yet, the importance of this category was played down by the ministers in their sort of the cards of Test One. The proportioned mean rank given to item five in Test One was only .077 (see Table II). Item five was eighth in ranking among the items in Test One (see Table I). The extent to which the ministers referred to God and His message in their sermons was not reflected by the rankings they gave to this item in the card sort. The difference between the proportioned mean rankings of the two tests for item five was significant. The probability of no difference was less than .001 when tested using the t test for correlated observations. Corollary E was confirmed.

Corollary F states that scale item six will rank higher in sermonic behavior than in perceptual behavior. Card six reads: "Present and explain teachings of the Christian Church." This goal in preaching is very important to the survival of a religious organization in a voluntaristic society. Sidney Mead (1954) points out that a stress in preaching by a church of that which is unique and peculiar to its denomination is most important. In this way the religious organization gets and holds its members. The stress upon teaching the teachings of the church serves to inoculate the hearer against the teachings of competing religious organizations.

This technique, however, is contrary to the religion of Americanism described by Martin Marty (1959). A tenet of this folk religion is that it does not matter what one believes as long as he is sincere. It was expected, as a result of the infusion of this myth into the thinking of ministers, that the ranking of the importance of item six by the

ministers would be lower than the ranking obtained for this category when sermons of the ministers are analyzed. This expectation was confirmed by the data. Card six of the card sort was ranked fourth in importance by the ministers, while category six of the content analysis contained the largest number of themes of ministers' sermons classified under it among the categories of the content analysis test.

The importance of presenting and explaining the teachings of the Christian church to the welfare and survival of the religious organization was indicated by the fact that category six had the largest number of themes classified under it by the content analysis test. Twenty-two and eight tenths per cent of the total number of themes making up the sermons were classified under category six (Table I).

The effect of the folk religion tenet is not as great upon ministers as presumed, for the ministers did give the fourth highest proportioned mean ranking to item six, .082 (see Table II). This ranking was still well below that which it should have received if the perceptions of the ministers as revealed in the card sort had been a reflection of the sermonic behavior of the ministers as measured by a content analysis of their sermons. The t test for correlated observations showed a significant difference existed between the two proportioned sets of scores. The probability of no difference was less than .001. Corollary F was confirmed.

Corollary G is based on the assumption that the preaching of the gospel is of paramount importance to most Christian ministers. The gospel is the message of God's love for man demonstrated through His Son Jesus Christ. Corollary G states that scale item seven will rank higher in perceptual behavior than in sermonic behavior. Scale item seven in

the card sort reads: "Tell hearer of God's love toward man." In addition to the fact that the gospel is a teaching of considerable importance in the Christian church, the message of God's love would have appeal to the hearer unless he were masochistically inclined. It was expected that this item would be ranked very high by ministers when sorting their cards. This teaching would do little in itself to benefit the religious organization, however, beyond leading the hearer to be favorably inclined toward it. In fact, it might lead to self-satisfaction and complacency on the part of the hearer who hears that all is well between himself and God. Such a hearer would be no more inclined to actively support the organization than a person in perfect health would be to go to a physician for treatment.

The proportioned mean ranking by the ministers of item seven as measured by Test One did not support this corollary. The mean ranking was .076, which ranked ninth in size among the items of the card sort (see Table I). The frequency with which expressions of God's love toward man appeared in the sermons of ministers was .078. This category ranked fifth among the categories of the card sort. The two mean rankings were nearly identical. The t test for correlated observations run on the two sets of data under item six of the two tests revealed that the probability of no difference was .754. Therefore, Corollary G was rejected.

The importance given by ministers to telling the hearer of God's love toward man was much less than was anticipated. Apparently, the assumption that the preaching of the gospel is of paramount importance to most Christian ministers is not valid. Yet, expressions of God's favor toward man occurred with relatively high frequency in the sermons

of the ministers included in the sample. The fact that the size of the frequency count in this category would be fifth in size was also not anticipated. Evidently, expressions of God's favor toward man do motivate the hearer to actively support the organization. The reason that these expressions were so often included may be linked to the law of behaviorism that positive sanctions are more effective in producing desired behavior than negative sanctions. Negative sanctions by God as perceived by the hearer are of value in preventing undesirable behavior, but of little value in motivating the hearer in desirable behavioral patterns. The ministers may have found that when the hearer perceives he was being positively sanctioned by God, he may also be motivated by this sanction toward a desirable pattern of behavior (desirable from the perspective of the religious organization). This may account for the relatively high frequency of themes belonging under category six occurring in the sermons.

Corollary H states that scale item eight will rank higher in perceptual behavior than sermonic behavior. Card eight reads: "Point out and condemn hearer's sins." Item eight includes expressions in sermons regarding God's law. An important Christian tenet is that God's law condemns man who has broken it. It was expected that this teaching would be perceived as relatively important by the ministers when their perceptions were measured by the card sort. It was also expected that the frequency with which the themes classified under category eight would occur, when the sermons of the ministers were analyzed, would not be as great as that warranted by the ranking given to the item by the ministers. The pointed condemnation of the hearer results, in many cases, in negative reactions by the hearer toward the source of the

condemnations and the religious organization he represents. The negative sanctions represented by themes classified under category eight in this case would have a negative effect upon the welfare and preservation of the religious organization. It was expected that statements of this type, though considered important, would tend to be avoided. It was further expected that one of the avoidance techniques used would be displacement. Instead of condemning the sins of the hearer and stirring up negative feelings in him toward the minister and the church, the minister would be more likely to condemn the sins of someone else who was not present and, therefore, not in a position to react negatively against the minister and his church.

The data in Table II reveals that the proportioned mean of the ranking of item eight by the ministers was .081. This mean was fifth in size among the means resulting from the card sort (see Table I). Pointing out and condemning the sins of the hearer was considered relatively important by the ministers. The mean of the proportioned frequency counts was .041. This category ranked tenth among all the categories in the number of themes which it contained. The t test of the difference between the means of the two tests on item eight revealed that the probability of no difference was less than .001. Therefore, Corollary H was confirmed.

Corollary I states that scale item nine will rank higher in sermonic behavior than perceptual behavior. The card for item nine reads: "Point out and condemn evil in the world today." It was expected that this item would rank relatively low among the items in the card sort, for it did not reflect a tenet of the Christian church as does item eight. Condemning evil in the world today could serve as a warning or

call to action for the hearer. It could also serve as a rationale for bigotry and discrimination.

It was expected that item nine would rank relatively high among the categories of the content analysis test. Condemning evil in the world today could serve the function of providing a technique for diverting condemnation of the sins of the hearer to a target unable to voice objection or react in a negative way against the religious organization and its functionaries. Condemning evil in the world today could serve the additional function of helping the hearer to feel good by allowing him to compare himself favorably with those being condemned. This could serve to condition the hearer to comply with the behavioral expectations of the religious organization.

Item nine did rank relatively low among the proportioned means of the items of Test One. The proportioned mean of .074 (Table II) ranked tenth in size among the means as is shown in Table I. The ranking of the proportioned mean of item nine of the content analysis test was somewhat higher. It ranked seventh among the means of that test. The proportioned mean of .054 was somewhat lower than the proportioned mean resulting from the card sort test. This difference was not significant in the direction predicted by Corollary I. The probability of no difference, however, was .004 when a two-tailed t test for correlated observations was run on the two sets of data. The direction of difference, however, was in the opposite direction from that predicted by Corollary I and that indicated by the ranks of the means of the two tests. Corollary I was, therefore, rejected. On the basis of this test there was not enough evidence to indicate that the direction is opposite that which was predicted in item nine. The effect of a significant

difference may have resulted from the fact that categories five and six of Test Two received an inordinately large proportion of the themes classified. The skewed distribution may have distorted the result of the test. Further testing is needed to resolve this ambiguity.

Corollary J states that scale item ten will rank higher in sermonic behavior rather than perceptual behavior. Card ten reads: "Help hearer to practice Christian Stewardship." Item ten is definitely an operative goal of a religious organization. It was expected to be ranked quite low by the ministers because ministers are often criticized for "only preaching about money". Stewardship preaching is often identified with preaching for money, because financial resources are required by a religious organization for it to function and survive. Substantial contributions of time and money by its members are necessary for the survival of religious organizations. Without these contributions, a religious organization in a voluntaristic society will soon fold. It was expected that a relatively large portion of the ministers' sermons would be classified under item ten.

Corollary J was supported by the relative rankings of item ten on the two tests. On Test One, item ten had a proportioned mean of .073, which ranks eleventh in size among the 13 items of Test One. On Test Two, category ten had a proportioned mean of .079 which ranked third in size among categories of the content analysis test (see Table II). The difference between the tests was in the direction predicted by Corollary J. The difference was, however, not significant when measured by the t test for correlated observations. The probability of no difference was .505. Corollary J was rejected.

Corollary K states that scale item 11 will rank higher in

perceptual behavior than sermonic behavior. Item 11 states: "Help hearer to have and keep saving faith." This item represented a goal expected to be considered important by the representatives of religious organizations. The primary beneficiary of this goal behavior is the hearer. Preaching concerned with this goal would, however, result in little direct benefit to the religious organization as an organization. It was, therefore, expected that the amount of sermonic material classified under category seven would be less than that classified under categories which offer more direct benefits to the religious organization.

The rankings of the item on the two tests were nearly the same (see Table I). There was, however, a significant difference between the proportioned means in the direction predicted. The proportioned mean of item 11 of Test One was .078 which ranked seventh among the items of Test One in size (see Table II). The proportioned mean of this category in Test Two was .061 which ranked sixth in size among the categories of the content analysis test. The t test for correlated observations revealed that the probability of no difference between the two means was .002 using a one-tailed test. Corollary K was confirmed.

Corollary L states that scale item 12 will rank low in both sermonic and in perceptual behavior. Item 12 reads: "Help hearer to be a better person." This goal is a moralistic, rather than a Christian, goal. It was expected that only the most humanistically oriented ministers would rank it high. It was also expected that relatively few themes in the sermons would be classified in category 12. Behavior oriented toward this goal would primarily have an effect upon the hearer rather than the religious organization. In fact, exhortations to be a better person might be interpreted by the hearer as a criticism of his

morality and behavior. Such an interpretation would tend to turn the hearer off from the religious organization and its spokesman.

Both the rankings and the proportioned means of scale item 12 confirmed the predictions of Corollary L. The proportioned mean of the card sort for this item was .073 (see Table II), which ranked second from the bottom in size among the 13 means of this test (see Table I). The proportioned means of .014 of category 12 of the content analysis test was even lower. It ranked last among the categories of Test Two. The difference between the proportioned means of the two tests for this item was significant when tested by the t test for correlated data. The probability of no difference was less than .001. Corollary L was confirmed.

From a rational point of view, it was expected that many ministers would not consider item 13 a legitimate goal at all when preaching. Corollary M states that scale item 13 will rank higher in sermonic behavior than perceptual behavior. Card 13 of the card sort reads: "Gain good will of the hearer." Although it was expected that item 13 would be ranked very low by the ministers in the card sort, nevertheless, it was also expected that a moderate number of themes in the sermons would be classified as belonging under category 13. The good will of the hearer toward the religious organization is essential for the retention of its membership. The good will of the hearer toward the minister is necessary so that the minister can keep his job and work effectively for the people he is serving.

The rankings of the proportioned means supported this corollary. The proportioned mean of item 13 of Test One was .050 (see Table II). This mean ranked at the bottom in size among the means of the 13 items

in the card sort (see Table I). The proportioned mean frequency count of category 13 of Test Two was .078. This mean was fourth in size among the means of the proportioned frequency counts in each of the 13 categories of this test. The difference between the two means was significant in the direction predicted. The probability of no difference between the two means was .002 using a one-tailed test. Corollary M was confirmed.

Purposes of Hypotheses Two to Six

The remaining hypotheses are concerned with the differences between groupings of ministers on the two tests. Hypotheses Two and Three are concerned with groupings considered theoretically relevant. It was possible to make predictions regarding directions of difference for some of the scale items from theory. These predictions were developed into corollaries under each of these two hypotheses. In the case of some of the scale items, it was not possible to make logical predictions from the theory being tested. It was expected that significant differences in addition to those already predicted would appear. These will be treated as serendipitous findings.

Hypotheses Four through Six are conventional groupings often used in social scientific research. On the basis of the theory being tested in the current research undertaking, there was no reason to expect a significant difference between groups when the ministers were grouped as called for by Hypotheses Four through Six.

These hypotheses served two purposes. First, they served as control hypotheses by which the significance of the magnitude of difference which occurred when testing Hypotheses Two and Three could be judged.

It was expected that the significant differences would be fewer and of lesser magnitude when testing Hypotheses Four through Six than those which occurred when testing Hypotheses Two and Three. Second, they served an exploratory function. All significant differences which did occur when the ministers were grouped as required by Hypotheses Four through Six were treated as serendipitous findings.

No corollaries were developed for Hypotheses Four through Six because there was no basis for predicting direction of difference from the theory being tested.

Hypothesis Two: Congregational and Hierarchical Polity

Null Hypothesis Two states that there is no significant difference in goal-oriented behavior between subjects grouped by the polity of their congregations.

Independent Variable Described

Each subject was placed into one of two groups depending upon the polity of the denominations of the congregation which he served. The groupings were named "congregational" and "hierarchical". A congregational denomination is one in which the selection and retention of the minister are left strictly up to the local congregation. The denomination offers little or no tenure or protection to the minister against his removal. The hierarchical denominations offer some degree of protection to their ministers. This may involve tenure of office or placement in another congregation if things are not going well for the minister in his present congregation. The officials of the hierarchical

denominations are usually involved to some degree in the selection of ministers for the congregations. According to Wood (1970, p. 1060) the hierarchical polity embraces both the episcopal and presbyterial types of polity. In congregational bodies, local autonomy is emphasized.

Ministers included in the sample were serving congregations of the following denominations which were classified as congregational:

Assembly of God, American Baptist Convention, Southern Baptist Convention, Free Will Baptist Church, Disciples of Christ, Church of Christ, Church of the Nazarene, Nondenominational, Seventh Day Adventists, and Unitarian. Ministers included in the sample were serving the following denominations which were classified as hierarchical: United Church of Christ, Episcopalian, Lutheran Church in America, Lutheran Church-Missouri Synod, American Lutheran Church, United Methodist Church, United Presbyterian Church, Presbyterian Church (USA). A total of 53 ministers were included in the congregational group, and 43 were included in the hierarchical group.

It was expected that tenure and relative vulnerability of the position of the minister would have an effect upon his sermonic behavior. The items expected to be affected and the direction of difference are given in the corollaries to Hypothesis Two. The theoretical justification for these predictions will be summarized when the outcomes of the tests of the corollaries are discussed.

Statistical Tests Used

The statistical testing of Hypothesis Two involved four tests of each scale item after the data had been proportioned and the direction of the data from Test One reversed to correspond to the direction of the

data from Test Two. All testing was accomplished using computer program one given in Appendix A. The test results are given in Table III.

The first four columns of Table III give the proportioned means for each scale item by test when the data are grouped according to polity of the congregation of the ministers. Columns five and six give the F ratio and probability of no difference between the two groups when an analysis of variance is made of the data from both tests. Columns seven and eight give the F ratio and probability of interaction between the scores of the two tests and the congregational-hierarchical grouping. Columns nine and ten give the probabilities of no difference for each of the scale items when a two group t test was run on the data from each of the tests separately. When the probability of no difference was less than .05, the difference was considered significant.

Hypothesis Two Tested

When the probabilities given in Table III are examined, it is apparent that there was a significant difference in goal-oriented behavior between ministers when grouped by the polity of their congregations. Significant differences occurred in 8 of the 13 scale items. Five of the 13 scale items showed a significant difference between groups when an analysis of variance was made of the data from both tests. Three items showed significant test-group interaction. Significant differences occurred in the data of one or both tests when between group t tests were run separately on the data from each test. Such differences occurred in five scale items. Two more scale items were significantly different between groups using the latter procedure if the direction of

TABLE III
ANALYSIS OF VARIANCE BETWEEN CONGREGATIONAL
AND HIERARCHICAL MINISTERS

Item	Proportioned Means				Between Groups		Interaction		Separate Test Probability	
	Congregational N = 53		Hierarchical N = 43		F Ratio	Prob.	F Ratio	Prob.	Test One	Test Two
	Test One	Test Two	Test One	Test Two						
1	.080	.019	.087	.030	5.08	.024	.19	.662	.166	.072
2	.079	.037	.086	.047	2.63	.103	.10	.747	.265	.258
3	.088	.050	.083	.046	.70	.591	.02	.869	.505	.637
4	.075	.027	.084	.057	5.84	.016	2.20	.136	.242	.021
5	.065	.234	.091	.171	1.78	.182	10.71	.001	.004	.017
6	.081	.222	.083	.235	.36	.552	.19	.660	.826	.583
7	.076	.073	.075	.084	.40	.531	.62	.561	.920	.606
8	.072	.038	.092	.045	5.43	.020	.94	.664	.025	.612
9	.079	.064	.068	.041	6.61	.011	.69	.586	.222	.031
10	.076	.074	.070	.086	.07	.784	1.03	.312	.510	.559
11	.083	.055	.073	.069	.10	.749	4.28	.038	.270	.125
12	.084	.010	.061	.020	1.08	.301	7.60	.007	.006	.226
13	.056	.092	.042	.062	4.53	.033	.69	.587	.102	.094

Test One = Card sort by ministers.

Test Two = Content analysis of ministers' sermons.

Note: All probabilities are from two-tailed tests. The probability for a one-tailed test is one-half the probability shown in the table.

difference could be predicted, and a one-tailed test could be used.

Null Hypothesis Two was, therefore, rejected.

Corollaries and Scale Items Tested

A significant difference existed between congregational and hierarchical ministers in the data of scale item one. This difference was not predicted by a corollary. The card for scale item one reads: "Meet psychological needs of the hearer." According to Table III the pooled proportioned mean of the congregational group for scale item one was .049. The pooled proportioned mean for the hierarchical group was .059. The difference between these two means was significant. The probability of no difference was .024. The probabilities of interaction and of a difference between groups by separate tests were not significant. Hierarchical ministers gave higher priority than congregational ministers to the psychological needs of the hearer in both perceptual and sermonic behavior.

Scale items two and three were not predicted to show a difference between the congregational and hierarchical groups. The analysis of variance resulted in no significant probability scores for these two items as is shown in Table III.

Corollary A indicates that a difference was expected in scale item four. Corollary A states that hierarchical ministers will rank higher than congregational ministers on scale item four. Card four of the card sort reads: "Consideration of family, community, or national problems."

It was expected that the view of the congregational ministers would be focused more closely upon the local religious organization and its problems and, therefore, less upon those of other organizations and

institutions, this focus resulting from a greater dependence of the minister upon the local organization. Many family, community, and national problems are controversial in nature. Some examples of these are abortion, sterilization, premarital sexual behavior, penalties for illegal drug possession, treatment of juvenile delinquents and criminals, and a multitude of political issues and questions. It was expected that the congregational minister would be more inclined to avoid antagonizing the hearer by what he said concerning these problems. He would be less likely to consider these problems in his sermons than the hierarchical minister.

The probability of no difference between hierarchical and congregational ministers on scale item four was .016 when an analysis of variance was made of the data from both tests (see Table III). The difference was in the direction predicted on both tests. The proportioned means of Test One for item four were .075 and .084 for congregational and hierarchical ministers, respectively. This mean ranked fifth in size among the means of the items as sorted by the hierarchical ministers. The mean of item four ranked only tenth in size among the means of the items as sorted by the congregational ministers.

The difference between the proportioned means of item four of Test Two was even more pronounced. The mean was .027 for congregational ministers and .057 for hierarchical ministers. Hierarchical ministers included themes classified under category four in their sermons more than twice as often as congregational ministers. Corollary A was confirmed since a significant difference occurred in the directions predicted.

Although no corollary was developed predicting direction of difference for scale item five, the difference between groups for each of the

tests when tested separately was significant (see Table III). The card for scale item five reads: "Tell hearer about God and His message." The test-by-group interaction was significant also. This accounted for the fact that the difference between groups was not significant when the analysis of variance was made on both tests together. When the ministers were grouped according to whether they served congregational or hierarchical churches, the means of the two tests went in opposite directions on the two tests. This can be seen when the means given in Table III are compared. The proportioned mean of .065 of the priority assigned to card five of Test One by the congregational ministers was quite low. It ranked twelfth in size among the means of rankings by the congregational ministers. On the other hand, the proportioned mean of .091, assigned to card five by the hierarchical ministers, was quite high. This mean was second in ranking by size among the 13 items included in Test One. The probability of no difference between these two groups when a t test was made on the data of item five of Test One was .004.

Although hierarchical ministers ranked card five much higher than congregational ministers, just the opposite was true when their sermons were analyzed. Congregational ministers were much more likely to use themes which were classified under category five than hierarchical ministers. The proportioned mean for category five of Test Two for congregational ministers was .234, while the proportioned mean for hierarchical ministers was .171. The difference between these two means was also significant. The two-group t test indicated that the probability of no difference between the means was .017.

The ranking by size of category five was second among the 13 categories of Test Two made on the sermons of the hierarchical ministers. This correlated very well with the ranking of second from the top given to item five of the card sort by the hierarchical ministers. The congregational ministers, on the other hand, had an even higher proportion of the themes of their sermons classified under category five. Almost one-fourth of the total number of themes making up their sermons were classified under category five. This category was the largest category of Test Two for the congregational ministers. Yet, these same ministers gave a mean ranking of twelfth out of 13 positions to card five of the card sort. An analysis of variance gave the probability of no interaction as .001.

This significant and very interesting difference was not predicted in advance from the theory and will, therefore, be treated as a serendipitous finding. The hierarchical minister apparently sees himself more in a prophetic role than does the congregational minister. This is reinforced by the supporting and legitimizing relationship offered by his denomination. His authority as a minister is taken for granted to a greater extent by those whom he serves and, as a result, by himself. This was reflected by the high rank he gave to card five. It was, therefore, less necessary to reinforce his statements with quotations from scriptures or appeals to the Word of God than it was for a minister whose position of authority was less secure.

The extent to which the congregational minister perceived himself in a prophetic role of authority was reflected by the ranking he gave to card five. He was not afforded the protection and security of position enjoyed by the hierarchical minister. He tended to compensate for

this comparative lack of authority offered by his position by making greater use of appeals to the authority of God. This resulted in the very high frequency count under category five for the congregational minister.

No difference between congregational and hierarchical ministers was predicted from the theory for scale items six and seven. The results of the four analysis of variance tests for each of these two scale items are given in Table III. No significant differences appeared in the results of these tests.

Corollary B predicts differences between congregational and hierarchical ministers in scale item eight. The card for scale item eight reads: "Point out and condemn hearer's sins." Corollary B states that hierarchical ministers will rank higher than congregational ministers on scale item eight. It was expected that hierarchical ministers would be less restrained from preaching against the sins of the hearer by fear of offending the hearer than the congregational minister. Because scale item eight was more threatening to him, it was expected that the congregational minister would rank the item lower in importance and have fewer references in his sermons.

The difference between congregational and hierarchical ministers was significant in the direction predicted when both tests were taken together. The probability of no difference was .020 using the analysis of variance tests. The means given in Table III reveal that the greatest magnitude of difference is contributed by Test One. Hierarchical ministers gave the highest mean ranking to card eight. The proportioned mean ranking was .092. The proportioned mean of the rankings for card eight by the congregational ministers was .072. This card was ranked

eleventh among the 13 cards in priority and importance by the congregational ministers. The probability of no difference using a grouped t test on the data of item eight from this test alone was .025. The direction of difference was also as predicted for Test Two, although the difference was not as great. Therefore, Corollary B was confirmed.

The theoretical argument leading to the development of Corollary C is related to the theory behind Corollary B. Corollary C states that congregational ministers will rank higher than hierarchical ministers on scale item nine. The card for scale item nine reads: "Point out and condemn evil in the world today."

It was expected that because of the threat implicit in condemning the sins of the hearer, and the fact that the congregational minister is more vulnerable to the resulting ire of the hearer, the congregational minister would be more likely to displace the condemnation of the sins of the hearer with the condemnation of others, not including the hearer. This would allow the minister to believe he has condemned sin. It would also make the hearer be favorably inclined toward the minister because he made the hearer look good by condemning others. It was expected that most of this difference would occur in sermonic behavior.

It was expected that a difference in the same direction would occur for perceptual behavior. There was little homiletical justification for giving a very high priority to item nine on the basis of the teachings of the Christian Church as they related to the needs of the hearer. However, when this goal was used in sermonic behavior in place of the goal represented by scale item eight, some rational justification for this must occur. It was expected that the process of rationalization would tend to reduce the incongruence of this avoidance technique by

raising the relative importance of card nine. This would be done to the extent that the avoidance technique described above was utilized.

Congregational ministers differed from hierarchical ministers in the direction predicted in Corollary C in both perceptual and sermonic behavior as shown in Table III. Themes with which evil in the world was condemned appeared more than 50% more often in the sermons of congregational ministers than in the sermons of hierarchical ministers. The difference between 6.4% and 4.1% was significant according to the t test run on the data of category nine of Test Two. The probability of no difference was .015 using a one-tailed test. The perceptions of the ministers also differed in the directions predicted. The proportioned mean rank of item nine on Test One for congregational ministers was .079 which was tied for sixth in size among the 13 means of the items of Test One. The proportioned mean rank of .068 for hierarchical ministers was eleventh in size. The probability of no difference of .010 resulted from the one-tailed analysis of variance test using the results of both tests. Corollary C was confirmed.

Corollary D states that congregational ministers will rank higher than hierarchical ministers on scale item ten. The card for scale item ten reads: "Help hearer to practice Christian Stewardship."

Because of the fact that the fate of the congregational ministers is more closely tied to their performance as leaders of the local religious organization, it was expected that they would be more concerned about seeing to it that the resources necessary to the survival of the organization were provided by its membership. This concern would be reflected to a lesser extent in the sermonic behavior of the congregational minister because of the fact that it would be offset to some

extent by his fear of antagonizing his hearer.

Although the perceptual behavior of the two groups of ministers differed in the direction predicted, the difference was not significant when an analysis of variance was made, as is shown in Table III. The sermonic behavior was not only less than the perceptual behavior of the congregational minister, it was in the opposite direction from the perceptual behavior when compared to the data of the hierarchical ministers. The interaction was not significant. Perhaps the fear of negative reaction from the hearer to stewardship preaching by the congregational minister actually completely offset his greater concern for the survival of the local religious organization. Corollary D was rejected.

There is no corollary under Hypothesis Two predicting the direction of difference between congregational and hierarchical ministers for scale item eleven. As can be seen from Table III, the test-by-group interaction was significant. The probability of no interaction was .038.

The card for scale item eleven reads: "Help hearer to have and keep saving faith." Congregational ministers ranked this goal as more important than did hierarchical ministers, yet they included themes classified under this category in their sermons less often than did hierarchical ministers. Perhaps the interaction was accounted for by the fact that the primary beneficiary of having and keeping saving faith is the hearer as an individual, rather than society, the community, or even the religious organization. Because the congregational minister is more dependent upon the hearer and his attitude toward him, the eternal salvation of the hearer may be more important to him than to the

hierarchical minister. Since preaching toward getting and keeping saving faith offers little benefit for the local religious organization as such, and does little to secure the position or authority of the minister in that position, the congregational minister may be prone to neglect this category of sermon themes in favor of more beneficial categories.

No corollary was developed predicting the direction of difference between congregational and hierarchical ministers for scale item 12. The card for scale item 12 reads: "Help hearer to be a better person." Table III reveals that significant group-by-test interaction occurred. The probability of no interaction was .007.

The means given in Table III reveal that the differences were substantial. The proportioned mean ranking of item 12 by the congregational ministers was .084. This was second in size among the means of the ranks of the 13 cards of the card sort. The hierarchical ministers' proportioned mean ranking for this item was .061, which was twelfth in size. The probability of no difference between the two groups was .006 when calculated using the t test on the data from Test One. On the other hand, the hierarchical ministers included more than twice as many themes classified under category 12 in their sermons as the congregational ministers.

Apparently congregational ministers are more humanistically oriented, and yet do less moralizing in their sermons. The fact that congregational ministers avoid moralizing to a greater extent than do hierarchical ministers could have been expected, in that exhortation to be a better person is an implied criticism of the hearer. This type of

behavior would be avoided by the congregational minister in comparison to the hierarchical minister.

The final corollary under hypothesis two predicted the direction of difference in scale item 13. Corollary E states that congregational ministers will rank higher than hierarchical ministers on scale item 13. The card for scale item 13 reads: "Gain good will of the hearer."

The testing of the prediction made in Corollary E was very important to the testing of the theory. It was expected that since the congregational minister was more dependent for his position upon the hearer than was the hierarchical minister, he would be more concerned about gaining the hearer's good will. He would be more aware of the fact that the hearer has power which he can exert either for, or against, the minister. One congregational minister stated it this way, when commenting regarding card 13 of the card sort, "If you don't get the hearer's good will, it doesn't make any difference what other goals you might have." It was expected that this greater awareness by the congregational minister of the power held by the hearer would be reflected by higher rankings given to both perceptual and sermonic behavior, than those given by hierarchical ministers.

The data supported the corollary as can be seen from Table III. The difference between the congregational and hierarchical groups using a one-tailed analysis of variance test, which utilized the data from both Tests One and Two, was significant. The probability of no difference was .016. Corollary E was confirmed.

Hypothesis Three: Theological Stance

Hypothesis Three states that there is no significant difference in

goal-oriented behavior between subjects grouped according to their theological perspective.

Independent Variable Described

The ministers were placed into four groups labeled fundamentalist, conservative, moderate, and liberal. The group in which each minister was placed depended upon his response to question seven of the questionnaire: "Do you consider your theology to be: a. fundamentalist b. conservative c. moderate d. liberal. Choose one_____." His answer to this question determined the group in which he was placed.

The ministers were allowed to classify themselves in order that their image of themselves could be measured. In testing Hypothesis Three, the independent variable was the theological perspective of the minister as perceived by the minister himself. The tenets of the theological perspective of the minister may or may not conform with the tenets of historical liberalism or fundamentalism, if he selected those perspectives. The tenets of historical liberalism and fundamentalism will, however, be used to predict directions of differences in the corollaries to Hypothesis Three.

Statistical Tests Used

This method of classification introduced a problem regarding the type of measurement scale to be used. It would appear that the relationship between the four categories is an ordinal relationship. It would also appear that the correlation between this scale and the scale categories of the two tests (dependent variables) should be linear. Although a linear relationship was expected, one could not be certain

that a curvilinear relationship did not exist for individual scale items.

Therefore, in order to allow for this contingency, two testing procedures were used for testing the individual tests. Where the means indicated a linear relationship, the correlation matrix given in Appendix E was used. The pertinent column is the column under variable 32, where rows 1 to 13 represent the correlation of the theological perspective scale to the 13 items of Test One, and rows 14 to 26 represent the correlation to the 13 categories of Test Two. The formula for calculating the .05 significance level of the correlation scores is found in Appendix D (see Snedecor and Cochran, p. 185f.). Correlation scores higher than $\pm .200$ are significant at the .05 level using a two-tailed test. A correlation score which is higher than $\pm .169$ is significant at the .05 level using a one-tailed test. The one-tailed test was used when the direction of difference was predicted.

Where the means did not indicate a linear relationship existed between the two scales, the difference between the means was tested by means of analysis of variance, using computer program one given in Appendix A.

A total of four statistical tests was used for each scale item to test for a difference between ministers grouped according to theological perspective. The difference between groups as measured by both the card sort and content analysis tests was tested by analysis of variance using program one in Appendix A. The results of this first statistical test are given in columns one and two, page two of Table IV. The second statistical test tests for test-by-group interaction. This statistical test also uses computer program one in Appendix A. The third and fourth

TABLE IV
ANALYSIS OF VARIANCE OF MINISTERS' SERMONS BY
THEOLOGICAL STANCE OF THE MINISTER

Item	Proportioned Means							
	Fundamentalist N = 17		Conservative N = 29		Moderate N = 40		Liberal N = 10	
	Test One	Test Two	Test One	Test Two	Test One	Test Two	Test One	Test Two
1	.073	.010	.087	.027	.084	.020	.085	.053
2	.083	.035	.074	.040	.086	.035	.091	.082
3	.093	.043	.086	.047	.084	.046	.080	.069
4	.072	.009	.083	.033	.076	.058	.089	.048
5	.071	.250	.065	.213	.088	.200	.074	.131
6	.067	.237	.087	.213	.084	.244	.084	.195
7	.076	.067	.076	.096	.075	.075	.076	.056
8	.067	.036	.085	.045	.083	.042	.084	.040
9	.078	.057	.079	.072	.071	.043	.067	.035
10	.086	.091	.064	.072	.076	.085	.071	.056
11	.084	.071	.083	.056	.073	.066	.075	.043
12	.086	.002	.069	.010	.077	.011	.053	.063
13	.059	.086	.056	.070	.038	.070	.064	.123

Test One = Card sort by ministers.

Test Two = Content analysis of ministers' sermons.

TABLE IV (Continued)

Item	Between Groups		Interaction		Test One		Test Two	
	F Ratio	Prob.	F Ratio	Prob.	F Ratio	Prob.	F Ratio	Prob.
1	4.22	.007	1.63	.185	1.07	.364	4.45	.006
2	3.40	.020	1.72	.165	1.17	.325	3.09	.030
3	.32	.811	1.11	.348	.28	.839	1.17	.323
4	2.03	.113	2.39	.072	.60	.619	2.77	.044
5	1.51	.214	2.06	.109	1.62	.188	1.80	.150
6	.58	.628	.92	.564	.86	.553	.74	.530
7	.91	.559	1.07	.362	.00	.999	1.48	.223
8	.89	.551	.13	.935	.76	.520	.18	.906
9	2.65	.051	.58	.633	.37	.775	2.33	.077
10	1.43	.236	.21	.886	.89	.552	.72	.542
11	.55	.651	.93	.571	.40	.751	.99	.598
12	1.13	.340	6.31	<.001	1.55	.205	5.96	.001
13	1.83	.145	.58	.631	1.96	.124	1.09	.354

statistical tests were already described above in the previous paragraph. Statistical test three tests for significant differences occurring in the data from each item of the card sort test. Statistical test four tests for significant differences occurring in the data from each category of the content analysis test. In the cases of statistical tests three and four, where the means indicated a linear relationship existed between the four categories, the correlation between theological perspective and the scale items were tested. In the cases where no linear relationship was found, analysis of variance was used.

The direction of the data from Test One has been reversed in every procedure so that the higher the score, the more important the item is considered to be by the minister. This was done so that the scale direction of Test One corresponded to the scale direction of Test Two. Whenever an analysis of variance test was made, the data for each minister has first been weighted by proportioning.

Hypothesis Three Tested

The eight columns on the first page of Table IV give the proportioned means for each scale item by test when the data is grouped according to the theological stance of the ministers. The eight columns located on the second page of Table IV, give the F ratios and probabilities of no difference between groups as calculated using the four procedures described above.

When correlations given in the first 26 rows of column 32 of Appendix E and the probabilities given in Table IV were examined, it was evident that there was a significant difference in goal-oriented behavior between ministers when grouped by the theological stance of the

ministers. Significant differences occurred in 8 of the 13 scale items on at least one of the tests. The difference was contributed by variations between groups as measured by Test Two, rather than Test One. There were no significant differences between ministers grouped by their theological stance in the importance they ascribed to the various scale items. No significant differences were found by the analysis of variance run on Test One data only, nor were any of the correlations in Appendix E, column 32, rows 1 to 13, significant. The significant differences were contributed by differences in preaching alone. In every case where there was a significant interaction, the difference, when measured by Test Two alone, was also significant. Null Hypothesis Three was, therefore, rejected.

Differences in how the ministers perceived themselves were correlated significantly to differences in importance they gave to various sermon goals when preaching. It was not correlated significantly to differences in their perceptions of the importance of the goals. How a man was willing to label himself was related to what goals he stressed in his sermons, but not how he ranked these goals in importance. This was further evidence that his rational perceptions of the importance of the various goals were rational responses. The responses were those which he made as a result of his training. These were taught to him rather than generated from within. The fact that they were not greatly modified by this internalization process was indicated by the fact that there was no significant variation with different theological stances for any of the 13 items.

This was not the case for sermonic behavior, however. Here the religious values and motives of the preacher had a significant effect

upon the relative priorities he gave to the various goals when preaching.

Corollaries and Scale Items Tested

Corollary A to Hypothesis Three states that the liberal ministers will rank highest on scale item one, and the fundamentalist ministers will rank lowest. The card for scale item one reads: "Meet psychological needs of the hearer." It was expected that the liberal minister would perceive the psychological needs of the hearer to be more important than would the other three groups. The liberal minister tended to view himself as more scientific in his approach.¹ His sermons were expected to contain more references to psychological needs and problems. He would be likely to offer psychiatric and psychological explanations for spiritual problems. The reverse was true for the fundamentalist. It was expected that he would reject psychological explanations and terminology in favor of biblical explanations and expressions.

The differences between the means on both tests were in the directions predicted by Corollary A. The pooled test probability of no difference between groups was .007 when an analysis of variance was computed (see Table IV). The probability of no difference was only .003 using a one-tailed F test, which was significant.

The proportioned mean for category one of Test Two for fundamentalist ministers was .010. For conservative and moderate ministers, it

¹According to Dillenberger and Welch (1954), liberal Protestantism is characterized by four themes: (1) an open minded and tolerant spirit; (2) respect for science and the scientific method; (3) scepticism as to the possibility of achieving certain knowledge of ultimate reality; and (4) confidence in man and his future.

was .027 and .020, respectively. For liberal ministers, the mean was .053. A purely linear curve could not have been used to describe the relationship between the means of category one. A combination cubic and linear curve would have had to have been used. The means of the fundamentalist and the liberal ministers were at the extremes in the directions predicted in Corollary A. The mean of the moderate ministers was closer to that of the fundamentalists, while the mean of the conservative ministers was closer to that of the liberals. The liberal minister was five times as likely to refer to hearer needs in psychological terms than was the fundamentalist minister. Corollary A was confirmed.

Corollary B states that the liberal minister will rank higher on scale item two. The card for scale item two reads: "Meet physical needs of the hearer." It was expected that the minister who perceived himself as liberal would place greater emphasis upon this goal in his preaching. One of the factors shaping historical liberalism is the social gospel, which was reflected in the liberal minister's greater concern for the poor, for feeding the hungry, and for improving the standard of living of the disadvantaged.²

The prediction made in Corollary B was confirmed by the results of the F tests as given in Table IV. The differences between the mean rankings of this item by the ministers was not significant. The probability of no difference was .325. This item was, however, given the

²According to Burt (1939), the dominant principles of Protestant liberalism were shaped by the following four factors: (1) the authority of religious experience; (2) biblical criticism; (3) the theory of evolution; and (4) the social gospel. These four factors were also the primary causes of the fundamentalist reaction.

highest ranking among all 13 items by the ministers who considered themselves to be liberal. The difference was significant in the direction predicted when an analysis of variance was computed on the data from Test Two. The probability of no difference was .015 using a one-tailed test. Furthermore, the probability of no difference was even less, .010, when the data from the two tests were pooled. The distribution of the data resulting from Test One was similar to that from Test Two. The proportion of the sermon themes of the liberal ministers which were classified as belonging under category two was .082. This was more than twice as many as the next highest group, the conservative ministers, who had .040. There was relatively little difference between the means of the conservative ministers and the fundamentalists, .035, and the moderates, .035.

The liberal ministers ranked significantly higher than other ministers in the priority they placed upon the physical needs of people. Since the data supported the prediction made in Corollary B, Corollary B was confirmed.

Corollary C states that fundamentalist ministers will rank highest on scale item three. The card for scale item three reads: "Meet spiritual needs of the hearer." A major tenet of historical fundamentalism was an emphasis upon sin and its consequences for man and his world. Another is the teaching that Jesus Christ atoned for the sins of mankind.³ It was, therefore, expected that the fundamentalist would

³A total of nine tenets were adopted by the World's Christian Fundamentals Association in 1919 and reaffirmed without change for more than a decade. They are listed in each issue of the Christian Fundamentalist under the title, "World's Christian Fundamentals Association Its Occasion, Confession of Faith, and Objective" (1919, p. 2). The nine tenets are:

perceive that man's greatest needs are his spiritual needs.

Although item three was given the highest ranking among the 13 items by fundamentalist ministers, neither the correlation score nor the probability inferred from the F test were significant (see Table IV). The results of the other three tests were not significant; therefore, Corollary C was rejected.

The prediction made in Corollary D is again based on the social gospel tenet of liberalism. Humanism and evolutionary ideological perspective are also important elements of liberalism which justified this

³(cont.) I. We believe in the Scriptures of the Old and New Testament as verbally inspired of God, and inerrant in the original writings, and that they are of supreme and final authority in faith and life.

II. We believe in one God, eternally existing in three persons, Father, Son, and Holy Spirit.

III. We believe that Jesus Christ was begotten by the Holy Spirit, and born of the Virgin Mary, and is true God and true man.

IV. We believe that man was created in the image of God, that he sinned and thereby incurred not only physical death but also that spiritual death which is separation from God; and that all human beings are born with a sinful nature, and, in the case of those who reach moral responsibility, become sinners in thought, word, and deed.

V. We believe that the Lord Jesus Christ died for our sins according to the Scriptures as a representative and substitutionary sacrifice; and that all that believe in Him are justified on the ground of His shed blood.

VI. We believe in the resurrection of the crucified body of our Lord, in His ascension into heaven, and in His present life there for us, as High Priest and Advocate.

VII. We believe in 'that blessed hope,' the personal, premillennial and imminent return of our Lord and Savior Jesus Christ.

VIII. We believe that all who receive by faith the Lord Jesus Christ are born again of the Holy Spirit and thereby become children of God.

IX. We believe in the bodily resurrection of the just and the unjust, the everlasting felicity of the saved and the everlasting conscious suffering of the lost.

prediction. Corollary D states that the liberal ministers will rank highest on scale item four and the fundamentalist ministers will rank lowest. The card for scale item four reads: "Consideration of family, community, or national problems." A goal of liberalism is to build a better world. The liberal minister tends to see mankind progressing to this end by means of his achievements and technological developments, because he tends to view the history of mankind from an evolutionary perspective (Burt, 1939, pp. 296-308).

On the other hand, the fundamentalist ministers were expected to rank scale item four lower than the other groups on both tests. Two tenets of fundamentalism justify this prediction. The fundamentalist emphasized the fact that man has sinned, and that he and his world are ruined and spoiled as a result of this sin. The second tenet of fundamentalism which is pertinent to the prediction made in Corollary D is an emphasis upon the resurrection after death and everlasting existence for both the saved and the lost in the next world. The fundamentalist ministers were, therefore, expected to have abandoned hope for the situation of man in this world and to concentrate their efforts upon helping him to prepare to enter the next.

Although the results of Test One were in the directions predicted, with the liberal ministers having the highest mean ranking and the fundamentalist ministers the lowest mean ranking, the results were not significant. The results of Test Two were significant, however, but not entirely in the direction predicted by Corollary D. The probability of no difference was .044 using a two-tailed F test (see Table IV). The proportioned mean number of sermon themes was highest for the moderate ministers, .058. Liberal ministers ranked second with .048.

Conservative ministers had .033 of their sermon themes classified under category four by Test Two according to Table IV. The differences between these three groups were relatively small, particularly when compared to the proportioned mean of the fundamentalist ministers, which was .009. The average mean of the other three groups was more than five times as great as the mean for the fundamentalist ministers. The fundamentalist ministers included themes classified under category four less than one-fifth as often as the other ministers. The prediction regarding fundamentalist ministers was supported by the data, while the prediction regarding liberal ministers was not supported.

The predictions made in Corollary E were based on conflicting tenets of fundamentalism and liberalism regarding the authority and nature of the Bible. Corollary E states that the fundamentalist ministers will rank highest on scale item five, and the liberal ministers will rank lowest. The card for scale item five reads: "Tell hearer about God and His message." The great majority of the items classified under category five were either direct quotations from the Bible or references to the Bible viewed as God's word. Differences in how the groups of ministers view the Bible, particularly with respect to its authority and nature, can be expected to make a difference in the ministers behavior, which should be reflected by the relative rankings of scale item five by the groups.

The first tenet of fundamentalism is that the Bible is the infallible revelation of God and, therefore, the only source and standard of teaching.⁴ All theology must be based on statements of the Bible.

⁴Fundamentalism originally developed near the beginning of the Twentieth Century as a reaction against the excesses of liberalism

Therefore, it was expected that fundamentalist ministers would rank highest among the ministers on scale item five, particularly when measured by Test Two.

A significant aspect of theological liberalism is its appraisal of the Bible. Liberalism stresses the human elements in the Bible. It maintains that the Bible came into existence in much the same way as other ancient literature. The Bible is seen as containing a mixture of fact and fiction, which recorded the spiritual insights and progress of an ancient people with a genius for religion (Vanderlaan, pp. 207-208). Much less reliance upon the Bible as an authority is expected of the liberal when preaching. It is expected that he will have significantly fewer of his sermon themes classified under category five than other ministers.

The data given in Table IV reveal that the direction of Test Two was as predicted. More than one-fourth of the themes in the sermons of the fundamentalist ministers were classified under category five. On the other hand, liberal ministers include only .131 themes classified under category five in their sermons. The distribution curve was linear, therefore, reference will be made to the correlation score given in Appendix E, column 32, row 5, which is $-.3715$. This correlation was

⁴(cont.) (Furniss, 1954). The Fundamentals (n.d.), which were published and distributed beginning in 1909, began the movement. The Fundamentals were a series of booklets whose prime purpose was the defense and exaltation of the traditional views of the Bible (Hague, pp. 87-122). The twelve volumes were sent to "more than 275,000 pastors, evangelists, missionaries, theological professors, theological students, Y.M.C.A. secretaries, Y.W.C.A. secretaries, Sunday School superintendents, religious editors, and Roman Catholic priests in the English speaking world." (Fundamentals, n.d., I, p. 4) Many of the articles were leveled against higher criticism of the Bible, which was advocated by the liberals. In all of the articles, the inspiration and infallibility of the Scriptures were vigorously maintained.

greater than $-.169$, and therefore, was significant in the direction predicted. The F tests and correlation scores for Test One were not significant. Corollary E was confirmed.

No predictions were made and, therefore, no corollaries were developed for scale items six and seven. The data given in Table IV and the correlation matrix revealed no significant difference between groups for these two items.

Corollary F states that the fundamentalist ministers will rank highest on scale item eight. The card for scale item eight reads: "Point out and condemn hearer's sins." A tenet of fundamentalism is an emphasis upon sin and its consequences. It was expected that this emphasis would be reflected by a significantly higher ranking by fundamentalist ministers of scale item eight on both tests.

Table IV reveals that the differences were not significant. All F ratios were below 1.0, and the two correlation scores were near zero (see Appendix E, column 32, rows 8 and 21). A greater emphasis by fundamentalist ministers upon sin and its consequences was not indicated by the results of tests on the data of scale item eight. Perhaps the antagonism of the hearer against indictments of his sins has caused the fundamentalist minister to displace his emphasis upon sin from the hearer to the world and also to rationalize this displacement by giving greater priority to indicting evil in the world. This can be known only after examining the results of the tests made on the data from scale item nine. Corollary F was rejected.

Corollary G states that the fundamentalist ministers will rank highest on scale item nine. The card for scale item nine reads: "Point out and condemn evil in the world today." It was expected that this

scale item would be ranked highest by fundamentalists because of their traditional emphasis upon sin and its consequences. They were expected to displace much of this emphasis from the hearer to the world, which could not be present to defend itself.

The means given in Table IV were surprising. The conservative ministers, rather than the fundamentalist ministers, had the highest means for scale item nine on both tests. The probability of no difference was .051 using a two-tailed test. The means of Test Two were higher for this item than item eight for all groups of ministers but the liberal ministers. Evidently, all ministers, except liberal ministers, diverted much of their emphasis upon sin from the hearer to the world. Corollary G was rejected.

No predictions or corollaries were made for scale item ten. The results of the statistical tests given in Table IV were not significant.

Corollary H states that the fundamentalist ministers will rank highest on scale item 11. The card for scale item 11 reads: "Help hearer to have and keep saving faith." One of the tenets of fundamentalism was an emphasis upon the substitutionary atonement of Christ for the sins of mankind. In order to benefit from this atonement, an individual must have faith in Jesus Christ as the Son of God and his Savior. It was expected that this emphasis would be reflected by fundamentalist ministers by the relative importance they would give to helping the hearer have and keep saving faith.

Although none of the F tests given in Table IV revealed a significant difference between the groups of ministers, it is to be noted that the means were in the direction predicted. The proportioned means for fundamentalist ministers were the highest on both Test One and Test Two.

Furthermore, it can be noted that the direction of difference was linear on both tests. The means on both tests became progressively smaller when proceeding from fundamentalist ministers to conservative ministers, to moderate ministers and, finally, to liberal ministers. Column 32, row 11 of Appendix E shows a significant correlation score of $-.2606$ which was in the direction predicted. There was progressively less emphasis placed by ministers in their sermons upon helping the hearer to have and keep saving faith when proceeding from fundamentalist ministers through conservative and moderate ministers to liberal ministers. Corollary H was confirmed.

Corollary I states that liberal ministers will rank highest on scale item 12, and the fundamentalist ministers will rank lowest. The card for scale item 12 reads: "Help hearer to be a better person."

Three positions associated with historic theological liberalism justify the prediction regarding liberal ministers. The first is humanism. Liberal theology placed great stress upon the human elements of the Christian religion, such as the humanity of Christ and the human origins of the Bible. An important goal of religion is to improve human existence. The second was the social gospel, which applies the principles of the Christian religion to furthering humanitarian endeavors. The theme of the social gospel is that society can and should be thoroughly transformed. This is to be accomplished by improving individuals and by reconstructing the social environment. The third position, evolutionism, is related to the second. This view holds that evolution is a divinely initiated and directed process by which all life, including religion itself, has come into existence and is constantly being improved. The general trend is always upward (Brown, 1953).

On the other hand, a tenet of fundamentalism was an emphasis upon sin and its consequences. As a consequence of sin, humanity is depraved and condemned. It is impossible to become a better person without the sanctifying power of the Holy Spirit. It was, therefore, expected that the fundamentalist ministers would rank item 12 the lowest.

Table IV reveals that there was significant test-by-group interaction. The probability of no interaction was $<.001$. Surprisingly, fundamentalist ministers gave the highest ranking to item 12 when sorting the cards. The differences were not significant for this test when measured alone, however. The results for Test Two, when analyzed alone, were significant in the direction predicted. The F test revealed that the probability of no difference was $.001$. The correlation given in Appendix E, column 32, row 25, is $.2189$, which was also significant and in the direction predicted.

In their sermons fundamentalists included only a proportion of $.002$ themes which were classified under category 12. The proportion of themes for conservative and moderate ministers were $.010$ and $.011$, respectively. A proportion of $.063$ of the sermon themes of the liberal ministers were classified under category 12. This was almost six times as many as were included by moderate and conservative ministers, and more than 27 times as many as were included by fundamentalist ministers. In their sermons, there were almost no attempts on the part of the fundamentalist ministers to help their hearers become better persons. The liberal ministers, however, devoted a relatively large proportion of their sermons to this goal. Corollary I was confirmed.

No predictions were made, and no corollary was developed, for scale

item 13. No significant differences appeared between the groups of ministers when the statistical tests were made.

Hypothesis Four: Age of Minister

Null Hypothesis Four states that there is no significant difference in goal-oriented behavior between subjects when grouped according to age.

Independent Variable Described

Each minister included in the sample was asked to give his age in question one of the questionnaire (Appendix C). His age in years was included among the data placed on the computer cards. The ministers were divided into three groups by age. The youngest group ranged in age from 19 through 39 years old. The middle group were from 40 through 49 years old. The oldest group ranged in age from 50 through 78 years old.

On the basis of the propositions being examined in this paper, there was no reason to predict a significant difference between ministers when grouped by age. A tenet of current popular mythology, as propagated by much of the mass media, is that there is today a "generation gap." One is led to believe that older people simply are unable to understand younger people. They think differently, behave differently, and have different value systems.

The test of this hypothesis served two purposes. First, together with Hypothesis Five and Six, it served as a control hypothesis for the first three hypotheses which were used to test the theoretical propositions. It was expected that there would be fewer significant differences

occurring between the age groups among the scale categories than occurred between the groupings used in Hypotheses Two and Three. Second, the test of this hypothesis served an exploratory function. It served to measure the extent of the "generation gap" between ministers of different ages. Do the different groups think differently? Do they behave differently in their preaching? If so, which scale items are different, and what is the direction of difference?

Because there is no basis for predicting a difference from the theory under consideration, no corollaries predicting direction of difference were developed.

Statistical Tests Used

Four statistical tests were again made for each scale item to test the differences between ministers when grouped according to age. The group means, as well as the results of the first two tests on each scale item, are given in Table V. The first statistical test utilized the analysis of variance program to test the differences between groups as measured by both tests. The second was a test of the test-by-group interaction, using the analysis of variance program given in Appendix A.

The third and fourth tests were tests of the correlation between age and the scores of each test. The test of correlation was used because the age of the minister provided an interval scale. The correlations are given in column 27 of Appendix E. The first 13 rows are the correlations of age with the items of Test One. Rows 14 through 26 are the correlations of age with the categories of Test Two. The significance of the correlations was computed using formula two in Appendix D and a .05 level of confidence. Only the two-tailed test was used since

TABLE V
ANALYSIS OF VARIANCE OF MINISTERS' SERMONS
BY AGE OF THE MINISTER

Item	Proportioned Means						Between Groups		Interaction	
	Under 40 N = 28		40 to 49 N = 36		Over 49 N = 32		F Ratio	Prob.	F Ratio	Prob.
	Test One	Test Two	Test One	Test Two	Test One	Test Two				
1	.093	.020	.079	.026	.080	.025	.30	.741	2.10	.125
2	.073	.049	.086	.037	.086	.039	.01	.982	1.65	.194
3	.083	.053	.090	.055	.083	.036	2.14	.120	.87	.577
4	.081	.033	.072	.034	.085	.055	1.72	.182	.47	.627
5	.071	.217	.083	.214	.074	.186	.63	.537	.46	.635
6	.082	.213	.084	.235	.079	.234	.31	.733	.33	.722
7	.079	.069	.068	.076	.081	.089	1.03	.360	.59	.560
8	.078	.042	.085	.048	.079	.033	1.15	.320	.22	.802
9	.076	.070	.073	.053	.075	.040	1.76	.175	1.30	.276
10	.062	.072	.081	.083	.075	.082	1.19	.306	.09	.905
11	.080	.062	.078	.061	.076	.061	.02	.975	.01	.982
12	.080	.022	.073	.007	.068	.016	1.37	.257	.47	.629
13	.057	.073	.043	.066	.052	.097	1.29	.278	.76	.525

Test One = Card sort by ministers.

Test Two = Content analysis of ministers' sermons.

no corollaries predicting direction of difference were developed under this hypothesis. All correlations less than $-.200$ and greater than $+.200$ were considered significant.

Hypothesis Four Tested

The results of the first two series of statistical tests are given in Table V. These reveal no significant differences between the perceptual and sermonic behavior of ministers when grouped by age. Column 27, rows 1 through 26 of the correlation matrix given in Appendix E, contain only two correlations which were considered significant. There was no significant difference between ministers when grouped by age and measured on both tests together. There was no significant test-by-group interaction. The only two significant correlations were found in the correlations between age and the items of Test One. Neither of the two significant correlations was of great magnitude. The r^2 's, of the proportions of the total variation, in items one and two of Test One explained by the independent variable age were only $.041$ for each test. The null hypothesis of no difference was rejected.

Scale Items Tested

No significant differences appeared for any of the scale items when groups of ministers, grouped according to age, were compared using a test for between group differences and a test for interaction based on analysis of variance. The results are given in Table V.

Only two significant correlation scores appeared when the correlation between age and each item of Tests One and Two were calculated. The correlation scores are found in Appendix E, column 27, rows 1 through 26.

The correlation between the age of the ministers and item one of Test One was significant. The correlation of $-.2039$ indicated that there is an inverse correlation between age and the importance given to card one of the card sort by the ministers when they ranked the cards. Card one reads: "Meet psychological needs of the hearer." Ministers under 40 years of age gave the highest mean ranking to this card. The mean rankings given by the other two groups was seventh and fifth, respectively.

The younger the minister, the higher the ranking he gave to card one of the card sort. This relationship was evident when ministers under 40 were compared with those over 40, but was not evident when those under 50 were compared to those 50 years old or older. Perhaps one of these groups was exposed to a treatment not given to the other. That treatment is a growing emphasis upon psychological, psychiatric, and clinical training, as well as greater emphasis upon pastoral counseling in the curriculums of many seminaries during the past 20 years. Before that time, little formal training was given in these areas by most Protestant seminaries.

The correlation between the age of the ministers and item two of Test One was also significant. Card two of the card sort reads: "Meet physical needs of the hearer." The correlation of $.2036$ indicated that there was a direct correlation between age and the importance ascribed to the physical needs of the hearer. The proportioned mean ranking of item two by ministers under 40 was $.073$ according to Table V, which was tenth in size among the 13 items of the card sort. The mean ranking for ministers from 40 to 49 years old was $.086$. This was second in size among the 13 items of the card sort for these ministers. The

proportioned mean ranking of .086 given to item two by ministers over 49 years old was the highest mean ranking which they gave to any card.

Since the relative importance which was given to item two was correlated directly with their own age, it may have resulted from their greater awareness of the affects of aging through personal experience. The physical infirmities and greater frequency with which physical illness occurs make the older minister more aware of the problems of aging and the physical consequences associated with it.

No other significant correlations were found between age and the other items of Tests One and Two.

Hypothesis Five: Education of Minister

Hypothesis Five states that there is no significant difference in goal-oriented behavior between subjects when grouped according to their education.

Independent Variable Described

Each minister was asked to state the number of years of formal education he had received beyond high school. This was done in question four of the questionnaire (Appendix D). This information was then recorded in columns 45 through 48 of the second computer card prepared for each subject.

The modal number of years of education beyond high school was seven years. Of the 96 ministers included in the study, 38 responded that they had seven years education beyond high school. The professional preparation required by many Protestant denominations is four years of college followed by three years of seminary. This may explain why more

then one-third of the ministers had received exactly seven years of post-high school education. A total of 30 of the ministers had received less than 7 years education, while 28 ministers had received more than 7 years education beyond high school. The number of years of education beyond high school ranged from 0 years to 12 years in the sample used in the study.

There was no reason based on the theory being tested to expect a substantial number of significant differences to appear when the ministers were grouped according to education. The test of this hypothesis served two purposes. First, together with Hypotheses Four and Six, it served as a control hypothesis for the first three hypotheses which were used to test theoretically based propositions. It was expected that there would be fewer significant differences occurring among the scale items when controlling for education than would have occurred when controlling for congregational polity and theological perspective. Secondly, the test of this hypothesis served an exploratory function, exploring whether or not there was a difference in the perceptual and sermonic behavior between ministers when controlling for the number of years of education received by the minister, and if so, how great and in what directions these differences would be.

No corollaries were developed since there was no apparent basis for predicting a difference between groups from the theory under consideration.

Statistical Tests Used

The statistical tests were the same as those used to test Hypothesis Four. Computer program one given in Appendix A was used to make an

analysis of variance of the data from Tests One and Two taken together when grouped in three groupings according to the number of years of education received. The 30 ministers who had less than 7 years of education beyond high school were placed in the first group. The 38 ministers with exactly 7 years of post-high school education made up the second group. The third group consisted of the 28 ministers with more than 7 years of education beyond high school. An F test was used to calculate the F ratio and probability of no difference as well as no interaction for each of the scale items. The F ratios and probabilities of these two F tests, as well as the proportioned means of each group for each item on Tests One and Two, are given in Table VI.

Years of education provided an interval scale, so a test of correlations was used to test for a relationship between education and behavior when the data from the two tests were examined independently. These correlations are given in Appendix E, column 29. Rows 1 through 13 contain the correlations of education with the items of Test One. Rows 14 through 26 contain the correlations of education with the categories of Test Two. The two-tailed test of significance of correlations given as formula two in Appendix D revealed that all correlations less than $-.200$ and greater than $+.200$ were significant when the probability of no difference is $.05$.

Hypothesis Five Tested

The results of the statistical tests are given in Table VI and in Appendix E, column 29, rows 1 through 26. Significant differences occurred in three scale items. Significant probabilities of no difference which were less than $.05$ were found in scale items 1 and 11 when

TABLE VI

ANALYSIS OF VARIANCE OF MINISTERS' SERMONS
BY YEARS EDUCATION OF THE MINISTER

Item	Proportioned Means						Between Groups		Interaction	
	Under Seven N = 30		Seven Years N = 38		Over Seven N = 28		F Ratio	Prob.	F Ratio	Prob.
	Test One	Test Two	Test One	Test Two	Test One	Test Two				
1	.077	.015	.083	.025	.089	.031	3.15	.046	.08	.915
2	.081	.038	.086	.040	.078	.047	.15	.861	.54	.587
3	.086	.044	.084	.048	.088	.052	.34	.717	.11	.892
4	.074	.025	.080	.051	.083	.044	1.57	.210	.70	.502
5	.065	.242	.074	.198	.093	.177	.67	.516	3.46	.034
6	.077	.230	.084	.233	.084	.220	.11	.892	.15	.858
7	.075	.077	.072	.081	.082	.076	.05	.942	.31	.737
8	.074	.039	.086	.038	.081	.049	.68	.513	.60	.552
9	.075	.074	.078	.046	.068	.043	2.73	.068	1.69	.186
10	.076	.063	.072	.084	.073	.090	.73	.511	1.10	.336
11	.097	.962	.076	.066	.061	.054	3.21	.043	2.09	.126
12	.082	.019	.069	.010	.070	.017	1.26	.287	.20	.816
13	.056	.067	.050	.075	.044	.095	.20	.813	1.36	.260

Test One = Card sort by ministers.

Test Two = Content analysis of ministers' sermons.

the differences between the three educational groups were tested using the data from both Test One and Test Two. In addition, significant test-by-group interaction occurred in the data of scale item five. The significant interaction was supported by a significant correlation of $-.3072$ between scale item five and education. This correlation is found in Appendix E, column 29, row 18. Therefore, null Hypothesis Five was rejected.

Scale Items Tested

The first difference appeared in scale item one. The card for scale item one reads: "Meet psychological needs of the hearer." The probability of no difference between the three educational groups when measured by both tests was $.046$.

The direction of difference in item one can be noted by comparing the relative size of the means given in Table VI. The proportioned mean ranking of item one, Test One for the under-seven group was $.077$. This ranking was sixth in size among the 13 items ranked by this group. The corresponding mean for the seven-year group was $.083$, which was fifth in size among their means for this test. The over-seven mean was $.089$, which was second in size among the items which they ranked.

The proportioned means for Test Two corresponded in direction to the direction of the means of Test One. The mean for the over-seven group ($.031$) was almost twice as large as the mean for the under-seven group ($.015$), while the mean for the seven-year group was in between in size ($.025$).

The results of the two tests indicated that the more education the minister had, the more likely he was to consider meeting the

psychological needs of the hearer important. He was also more likely to include a greater number of themes classified under category one in his sermons.

This may, again, reflect a greater emphasis placed upon courses in psychology, clinical work, and counselling in seminaries recently. Further testing would be needed in order to verify or disprove this interpretation. The type of education received by the ministers, whether at a seminary or otherwise, as well as the curriculums used by the schools, would have to be investigated. This investigation is beyond the scope of this present study.

The second scale item in which significant differences occurred was scale item five. The card for scale item five reads: "Tell hearer about God and His message." Significant interaction occurred between years of education and the two tests made on this item. The probability of no interaction was .034. The interaction, as well as the directions of the data, were confirmed by the correlations between years of education and the results of the two tests for this item given in the correlation matrix in Appendix E. The correlation between years of education and the data of item five of Test One was .192. The correlation between years of education and the data of item five of Test Two was $-.3072$.

The proportioned mean of item five, Test One (.165) of the rankings made by the under-seven group was twelfth in size among their rankings. The proportioned mean ranking of .074 made by the seven-year group was ninth in size among their rankings. The over-seven group ranked item 5 the highest when ranking the 13 cards of the card sort. Their proportioned mean ranking of this item was .093.

The proportioned means of the frequency counts ran in the opposite

direction. Almost one-fourth of the sermon themes (.242) of the under-seven group of ministers were classified under category five. The proportioned mean frequency count for the seven-year group was .198. The smallest mean was that of the over-seven group. The proportioned mean of their sermon themes classified under category five was .177.

The directions of difference means that scale item five of the two tests when the ministers were grouped according to their education was similar to that which was found when ministers were grouped according to the polity of their congregations. In that case, the hierarchical ministers ranked item five higher than did congregational ministers, but they included items classified under category five less frequently than congregational ministers. In this case, the difference had not been predicted in advance from the theory and was, therefore, treated as a serendipitous finding. The interpretation given to the interaction which occurred when testing Hypothesis Three is related to the interpretation given below.

The minister with more education apparently views himself in a more prophetic role than does the minister with less education. His higher level of educational attainment offers him a certain amount of occupational security which allows him to accept to a greater extent the risky role of prophet. The role is risky because it is often the lot of prophets to be rejected, persecuted, and even killed by their people. The acceptance of this role is reflected by the higher ranking given by the minister with more education to item five of the card sort.

His greater educational attainment also serves to reinforce his authority as a minister. It is less necessary for the minister with greater educational credentials to reinforce his statements with

quotations from Scriptures or appeals to the word of God. This was reflected by the lower proportioned mean frequency count found under category five for ministers with more education. The minister with less education does not enjoy the authority which comes with educational credentials and degrees. He must, therefore, reinforce his statements with quotations from Scriptures and appeals to the word of God to a much greater extent than his more educated brothers in the ministry.

The third scale item in which significant differences occurred was scale item 11. The card for scale item 11 reads: "Help hearer to have and keep saving faith." The probability of no difference between the groups when measured by both tests was .043. When the means were examined, it was apparent that most of the difference was contributed by the results of Test One. The mean proportioned rank of item 11 by the under-seven group was .097, which was highest among the 13 rankings. The proportioned mean ranking .061 by the over-seven group was the lowest ranking which was given to any of the 13 items. The ranking of .076 made by the ministers with seven years of education ranked eighth among their rankings.

The ranking given to this item was a reflection of the theological education of the minister. The minister with less education is likely to view his task from a simplistic reductionistic point of view. He sees his task as that of making certain his hearer is prepared for the next life. This means he must see to it that the hearer has saving faith. The minister with more education perhaps perceives this goal as too reductionistic. The minister's task is more than simply helping the hearer to have and keep saving faith. It involves meeting all the spiritual needs of the hearer (item three concerned with spiritual needs

was ranked third). It also involves helping the hearer cope in this life by telling him of God and His message (ranked first) and helping him meet his psychological needs (ranked second).

Hypothesis Six: Size of Congregation

Hypothesis Six states that there is no significant difference in goal-oriented behavior between subjects when grouped according to the size of their congregations.

Independent Variable Described

Question number eight of the questionnaire asked the minister to give the number of members belonging to his congregation (Appendix C). This information was recorded in column 61 to 64 of the second computer card prepared from data provided by each subject included in the study.

The ministers were divided into three groupings depending upon the size of their congregations. Small congregations were those with less than 300 members. A total of 39 ministers served such congregations and, therefore, made up the first group. Medium congregations had from 300 to 1000 members. Congregations of this size were served by 36 of the ministers. Large congregations had more than 1000 members. Of the ministers included in the sample, 31 serving such congregations were placed in this third group.

There was no basis from the theoretical propositions under investigation for expecting a substantial number of significant differences to appear when the ministers were grouped according to the size of their congregations. The test of this hypothesis served two purposes. First, together with Hypotheses Four and Five, it served as a control hypothesis

for the first three hypotheses which were used to test propositions based on the theory under consideration. It was expected that fewer significantly different scale items would occur when controlling for size of congregation than occurred when controlling for polity of congregation or theological perspective. Second, the test of this hypothesis also served an exploratory function. What differences do occur in perceptual and sermonic behaviors when controlling for size of congregation?

Since there was no apparent basis for expecting differences between ministers when grouped according to the size of their congregations, no corollaries predicting direction of difference were developed under this hypothesis.

Statistical Tests Used

The same four statistical tests described under the discussion of Hypothesis Five above were used to test this hypothesis. The results of the F tests based on analysis of variance are given in Table VII. Table VII also contains the proportioned means by group for the 13 items of each of the two tests.

The correlation scores are contained in column 33 of the correlation matrix given in Appendix E. The correlations of congregational size with the 13 items of Test One are given in rows 1 through 13. The correlation with the categories of Test Two are given in rows 14 through 26. An interval of $\pm .200$ was again to be the confidence interval used.

Hypothesis Six Tested

Only one scale item was found to have a significant difference

TABLE VII
ANALYSIS OF VARIANCE OF MINISTERS' SERMONS
BY SIZE OF CONGREGATION

Item	Proportioned Means						Between Groups		Interaction	
	Under 300 N = 39		300 to 1000 N = 36		Over 1000 N = 21		F Ratio	Prob.	F Ratio	Prob.
	Test One	Test Two	Test One	Test Two	Test One	Test Two				
1	.085	.013	.081	.030	.083	.033	1.55	.214	3.42	.035
2	.086	.039	.079	.052	.079	.027	1.53	.218	1.70	.185
3	.087	.043	.088	.056	.079	.044	1.18	.310	.44	.649
4	.078	.031	.076	.045	.086	.052	.88	.581	.60	.555
5	.069	.211	.082	.231	.081	.153	2.18	.115	2.33	.100
6	.070	.247	.089	.219	.092	.210	.13	.876	2.03	.134
7	.079	.074	.081	.074	.061	.092	.00	.992	2.03	.134
8	.077	.042	.079	.036	.092	.050	1.72	.181	.19	.826
9	.072	.055	.073	.049	.081	.058	.45	.639	.08	.922
10	.078	.078	.073	.078	.065	.085	.05	.951	.36	.700
11	.084	.070	.074	.047	.074	.070	2.27	.106	.95	.608
12	.078	.013	.069	.017	.072	.013	.12	.886	.41	.669
13	.049	.078	.051	.061	.049	.108	1.20	.304	1.85	.160

Test One = Card sort by ministers.

Test Two = Content analysis of ministers' sermons.

between groups. Table VII reveals that the probability of no test-by-group interaction was .035 for scale item one. The card for scale item one reads: "Meet psychological needs of the hearer." Relatively little difference existed between the proportioned mean rankings of Test One. Each group ranked this item either third or fourth in priority among the 13 items of the card sort. A substantial difference existed in the number of themes classified under this category for the sermons of the ministers of each group. Ministers of congregations which had more than 300 members included themes classified under category 1 in their sermons $2\frac{1}{2}$ times as often as ministers of churches with less than 300 members.

It is reasonable to infer that the larger the congregation, the greater the number of members with mental disorders whom the minister serves. The size of the counseling load of the minister could be expected to be correlated directly to the size of the congregation. The substantially larger number of themes classified under category one from the sermons of ministers serving medium and large congregations may be the result of one or both of the following. These ministers spend more time counseling people with emotional problems and mental disorders. This behavior has conditioned them to carry over expressions and terminology used in counseling situations, including preaching. The second explanation is that the minister with a heavy counseling load is likely to attempt "group counseling" from the pulpit.

There were no significant correlations found in the correlation matrix (Appendix E) between the scale items and congregational size. In fact, no other significant differences were found under Hypothesis Six. Null Hypothesis Six was rejected since a significant difference occurred in one scale item.

Results Compared

It was stated earlier that one of the purposes of Hypotheses Four through Six was to serve as control hypotheses for Hypotheses Two and Three. It was expected that the groupings called for by Hypotheses Two and Three would result in more scale items with significant differences than the groupings called for by Hypotheses Four through Six. The first three hypotheses tested theoretically relevant propositions. This was not the case for Hypotheses Four through Six.

When the ministers were grouped according to the polity of their congregations, as called for in Hypothesis Two, significant differences occurred in 8 of the 13 scale items. When they were grouped according to the theological perspective of the minister, as called for in Hypothesis Three, significant differences occurred in 5 of the 13 scale items.

The three control hypotheses had less frequent occurrences of significant differences. Hypothesis Four called for grouping according to age. This resulted in significant correlations between age and two scale items of Test One. Hypothesis Five called for grouping according to the education of the minister. This resulted in three scale items in which significant differences appeared. When the ministers were grouped according to the size of their congregations, as called for by Hypothesis Six, significant differences appeared in one scale item only.

CHAPTER V

THE FACTOR ANALYSIS

Procedures Followed

A factor analysis was made of the variable areas in order to identify factors which underlie the variables and to identify relationships which exist among the variables.

A total of 35 variables were included in the analysis. These are identified in Table VIII. The first 13 of these variables are the items that make up Test One, the card sort. In order that the correlations between Test One and Test Two (variables 14 through 26) be direct, the values of the records of the first 13 variables were reversed.

The factor analysis was conducted using computer program two given in Appendix A. First, a correlation matrix was built, correlating each variable with every other variable. This matrix is given in Appendix E. Using this matrix, the principal factors method was used to obtain factor loadings. 70.79% of the variance was extracted by 14 factors when the size of the minimum eigenroot¹ was 1.0. The size of the eigenroot of each factor and the percentage of the variance extracted by each factor is given in Table IX.

The Varimax rotation procedure was now applied to the principal-axis factor-loading matrix. The orthogonal relationship of the

¹A permissible value in the solution of a differential equation.

TABLE VIII
VARIABLES USED IN FACTOR ANALYSIS

Variable Number	Variable*	Per Cent of Communality
1	Card 1: Meet psychological needs of the hearer.	68.4
2	Card 2: Meet physical needs of the hearer.	73.7
3	Card 3: Meet spiritual needs of the hearer.	64.9
4	Card 4: Consideration of family, community, or national problems.	61.9
5	Card 5: Tell hearer about God and His message.	62.4
6	Card 6: Present and explain teachings of the Christian church	61.9
7	Card 7: Tell hearer of God's love toward man.	79.0
8	Card 8: Point out and condemn hearer's sins.	70.1
9	Card 9: Point out and condemn evil in the world today.	37.8
10	Card 10: Help hearer practice Christian stewardship.	75.8
11	Card 11: Help hearer have and keep saving faith.	54.2
12	Card 12: Help hearer to be a better person.	81.4
13	Card 13: Gain good will of the hearer.	74.8
14	Category 1: Meet psychological needs of the hearer.	71.5
15	Category 2: Meet physical needs of the hearer.	56.8
16	Category 3: Meet spiritual needs of the hearer.	63.1
17	Category 4: Consideration of family, community, or national problems.	72.2
18	Category 5: Tell hearer about God and His message.	65.7
19	Category 6: Present and explain teachings of the Christian church.	59.0
20	Category 7: Tell hearer of God's love toward man.	64.6
21	Category 8: Point out and condemn hearer's sins.	62.2
22	Category 9: Point out and condemn evil in the world today.	57.1
23	Category 10: Help hearer practice Christian stewardship.	66.5
24	Category 11: Help hearer have and keep saving faith.	73.8
25	Category 12: Help hearer be a better person.	68.3
26	Category 13: Gain good will of the hearer.	79.5
27	Age of minister.	90.1
28	Years in ministry.	88.1
29	Years education beyond high school.	68.8
30	Number of parishes served.	75.5
31	Years at present parish.	78.7
32	Theological stance.	60.6
33	Number of members.	88.1
34	Attendance at service.	88.3
35	Size of community.	74.0

*Variables 1 through 13 are the rankings given to the 13 cards of the card sort. Variables 14 through 26 are the frequency counts obtained in the 13 categories of the content analysis. Categories 27 through 35 contain information obtained with the questionnaire.

TABLE IX
 EIGENROOTS AND PER CENT OF VARIANCE
 BEFORE AND AFTER ROTATION

Factor	Eigenroot	Per Cent of Variance	
		Before Rotation	After Rotation
1	2.98	8.53	6.22
2	2.99	8.56	5.67
3	2.67	7.65	7.43
4	2.04	5.83	6.19
5	1.85	5.30	4.82
6	1.74	4.99	4.85
7	1.63	4.66	5.11
8	1.41	4.04	5.54
9	1.50	4.29	4.30
10	1.29	3.70	3.81
11	1.26	3.60	3.68
12	1.12	3.21	4.09
13	1.18	3.38	4.70
14	1.03	2.96	4.27

reference axes are retained in this rotation procedure. The percentage of the variance which is accounted for by each factor after rotation is given in the last column of Table IX. The per cent of communality of each variable is given in the last column of Table VIII.

The loadings of each variable on the generated factors after the Varimax rotation procedure are given in Table X. The loadings which are considered to be significant are underlined. The loadings of variables 5, 6, 20, and 21 were found to be ambiguous because they split between two or more factors. The reason for the ambiguity of the variable is not a lack of significant correlation to other variables. When the correlation matrix in Appendix E is examined, each of these variables is found to be significantly correlated to a number of other variables. That is where the problem lies. Each of the ambiguous variables is simply highly correlated to many variables which load on different factors.

The following procedures are followed in the interpretation of the factor loadings. Variables were first chosen which were loaded .60 or higher on a factor. All factors have at least one such loading. All loadings between .40 and .60 were checked to see if there was a significant correlation between it and the other variables loading on the same factor, and if it loaded highly on only one factor. All loadings below .40 were considered non-significant.

The correlations between all the variables loading highly on a factor were examined. Using the formula described by Snedecor and Cochran (p. 185), the significance level of the correlations was determined (Appendix E). A correlation $\pm .200$ is significant at the .05 level using the two-tailed test. A correlation of $\pm .100$ or less is a near zero

TABLE X

LOADINGS ON FACTORS AFTER VARIMAX ROTATION

Variable	Factor Number													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	.20	.05	.28	.12	.22	.07	.10	-.03	<u>.48</u>	.23	.23	.18	-.28	-.08
2	-.11	.33	-.23	.05	.03	<u>.49</u>	-.06	-.00	.01	.07	-.24	.17	.43	.15
3	.08	-.07	.06	.04	.00	.00	-.01	-.05	-.02	.05	.08	<u>-.77</u>	.05	.11
4	-.12	.04	-.07	.03	-.05	<u>-.75</u>	.05	-.03	.01	<u>-.04</u>	.07	-.05	.00	-.06
5	-.18	.11	-.10	.12	.16	-.26	-.25	-.14	.27	-.22	.04	.38	-.29	.01
6	.09	.00	.11	-.09	-.38	-.06	-.39	-.24	-.07	.03	.32	.29	-.13	-.02
7	.05	.00	-.02	.02	<u>.86</u>	.03	.08	-.00	.04	.02	.07	.12	-.04	-.03
8	-.39	.09	.04	-.21	.07	.08	<u>.63</u>	.13	-.10	.13	-.05	-.03	-.03	-.12
9	.21	-.08	.05	-.13	-.04	-.05	.05	.00	<u>-.79</u>	-.01	.05	.02	-.11	-.05
10	-.16	-.11	-.09	.06	-.01	<u>.65</u>	.00	-.02	.21	-.03	.14	-.29	-.32	-.12
11	.30	.08	-.07	.24	<u>-.40</u>	-.14	.01	.27	.07	-.09	-.10	.12	.14	.23
12	.09	-.21	.06	.01	-.09	.04	-.08	-.04	-.01	.06	<u>-.84</u>	.11	-.10	.01
13	-.02	-.15	.03	-.07	.00	-.04	-.14	.15	.03	-.09	.20	-.23	<u>.75</u>	.00
14	-.06	.01	-.10	.00	-.14	.16	.20	<u>-.71</u>	.02	-.06	.10	.14	.12	-.20
15	.14	-.08	.04	.07	.08	-.19	<u>.57</u>	-.29	.22	-.03	.08	-.08	-.00	-.09
16	.16	.02	.10	-.06	.00	.02	<u>.68</u>	-.00	-.14	-.22	.08	.09	-.06	.14
17	.06	.16	-.00	-.20	-.08	-.11	-.04	-.67	.21	.07	-.26	-.12	-.10	-.11
18	-.01	<u>-.61</u>	-.04	.06	.02	.21	-.02	.15	.00	.04	.00	.00	-.01	<u>.44</u>
19	<u>.46</u>	.03	-.09	-.18	.16	.05	.05	.23	.30	-.17	-.08	-.27	-.14	.12
20	.16	-.41	-.31	-.02	-.18	-.11	.37	-.06	-.14	.31	.14	.08	.01	-.08
21	.42	-.03	.14	-.05	-.46	.27	.09	-.03	.09	-.24	.05	.19	.04	-.03
22	.22	<u>-.40</u>	.18	-.02	-.03	.14	-.05	-.10	.37	-.34	.02	.13	.08	.05
23	<u>.58</u>	.01	.00	-.19	-.23	-.11	.05	-.07	-.03	-.06	-.25	-.12	-.23	-.26
24	<u>.80</u>	-.06	-.01	-.08	.16	.02	.03	-.01	-.21	.12	.02	-.04	.05	-.05
25	.02	.14	-.01	.02	.19	-.12	-.05	<u>-.72</u>	-.11	-.05	.02	-.01	-.17	.16
26	.00	-.07	-.15	-.08	-.12	-.04	.13	-.01	-.03	<u>-.84</u>	.07	.03	.04	-.06
27	-.03	.08	<u>-.92</u>	.01	.03	.05	-.03	-.01	.00	<u>-.06</u>	.01	.02	-.04	-.15

28	.06	-.05	<u>-.92</u>	-.07	-.02	-.01	-.01	-.02	-.03	-.10	-.02	.00	-.01	-.07
29	.22	<u>.72</u>	.05	.09	.02	.01	.03	-.05	.09	.08	.13	.18	-.06	.15
30	.10	.09	-.29	.04	.11	-.04	-.01	-.08	-.04	-.01	.00	.22	.06	<u>-.74</u>
31	-.07	-.02	<u>-.61</u>	-.13	.04	-.13	.00	-.04	.03	.19	.09	.08	.13	<u>.53</u>
32	-.32	<u>.63</u>	-.07	-.03	-.08	.00	-.03	-.13	.00	.05	.13	.04	-.10	<u>-.16</u>
33	.02	.05	-.10	<u>-.92</u>	-.02	.02	.00	-.05	-.02	-.05	.00	.04	.04	.00
34	.13	-.06	.00	<u>-.91</u>	.00	.00	.06	.00	-.06	.03	.02	-.03	.09	.05
35	.05	.07	-.02	<u>.32</u>	.26	.21	-.26	.05	-.15	-.08	.09	-.16	-.59	.08

Factor Names:

Factor 1: Spiritual Prescription
 Factor 2: Theological Sophistication
 Factor 3: Experience
 Factor 4: Congregational Size
 Factor 5: Importance of God's Love
 Factor 6: Importance of Things of This Life
 Factor 7: Human Needs

Factor 8: Humanistic Prescription
 Factor 9: Impersonalization
 Factor 10: Attempts to Gain Favor
 Factor 11: Importance of Making People Better
 Factor 12: Importance of Spiritual Needs
 Factor 13: Importance of Good Will
 Factor 14: Number of Parishes

Note: Loadings considered significant are underlined.

correlation. Correlations ranging between .100 and .200 are of low order. The correlations could occur as the result of chance, or it could represent a slight relationship between the two variables.

Factor One

Factor one is named "Spiritual Prescription". It consists of three variables from the content analysis of the sermons. The factor is, therefore, concerned with the behavior by ministers in preaching. The three categories which have significant loadings on factor 1 are number 6: "Tell hearer about God and His message;" number 10: "Help hearer to practice Christian stewardship;" and number 11: "Help hearer to have and keep saving faith." All three of these categories contain items which are concerned with instructing the hearer regarding behavior which the minister considers appropriate for the Christian. The three categories contain 33.1% of all the statements made by the ministers in their preaching. This indicates the priority given by ministers to telling the hearer what to do and believe.

It is of interest that category six, which contains the largest number of statements among all the categories of the content analysis, 20.4%, loaded on factor one together with variables other than variable six which contains item six of the card sort. This supports rejection of the first hypothesis of the study which stated that there is no significant difference between goal-oriented behaviors within subjects when the setting and reference group of the minister are changed. If the null hypothesis had been valid, there should have been a high correlation between variables 6 and 19. Instead, a negative correlation of .0584 is found which is a near zero correlation.

When the correlations between the three variables which have significant loadings on factor one are examined in the correlation matrix (Appendix E), all three correlations are found to be significant. The correlation between variable 19 and variable 23 is .2268. It is .2688 between variables 19 and 24, and .3925 between variables 23 and 24.

This factor indicates that there is a direct relationship reflected by the data between three categories of the content analysis, but not with the corresponding items of the card sort. The three categories are categories containing themes used by the minister to tell the hearer what to do. Therefore, this factor was named "Spiritual Prescription".

Factor Two

Factor two is named "Theological Sophistication". It consists of four variables. Two of these are from the content analysis of sermons, while the other two are from the questionnaire. The items from the content analysis are number five: "Tell hearer about God and His message;" and number nine: "Point out and condemn evil in the world today." The two variables from the questionnaire are question number four: "Years of formal education beyond high school;" and question number seven: "Do you consider your theology to be (a) fundamentalist, (b) conservative, (c) moderate, (d) liberal?" There is a positive correlation of .303 between years of education and theology. This would indicate that a minister with less education beyond high school is more likely to consider himself a fundamentalist or conservative than a minister with more education. The more education the minister has, the more likely he will consider himself to be moderate or liberal.

The majority of the items placed in category five during the

content analysis process were direct quotations from the Bible. This category is negatively correlated with both questions four (-.3072) and question seven (-.3715). This would indicate that the higher the education of the minister, and the more liberal he considers himself to be, the less likely he is to make use of quotations from the Bible while preaching. The fundamentalist is likely to place greater reliance upon Scriptures as his authority and be more dogmatic in his preaching. With more education, the preacher is less likely to reinforce his statements with quotations from the Bible. He also tends to focus more upon the psychological needs of his hearer rather than condemning evil in a world which is threatening and different and also unable to defend itself or profit from the minister's condemnations.

Factor Three

Factor three is named "Experience". It consists of two variables, both of which are from the questionnaire. The two questions from the questionnaire which have a high loading on factor three are question number one: "Age;" and question number two: "Number of years in the ministry." The correlation between these two variables as shown in the correlation matrix (Appendix E) is .8812. Most ministers enter the ministry while still young, therefore, the older minister is likely to have spent more years in the ministry. The high correlation indicates that the greater the number of years a man has spent in the ministry, the more likely it is that he is older.

There is justification for combining factor 3 with factor 14 and entitling this combined factor "Experience". Variable number 31 loads highly and about equally on both of these factors. Variable 31 is

question 6 on the questionnaire: "Number of years you were at this parish." When one examines the correlation matrix (Appendix E), it is found that the correlation between this variable and variables 27 and 28 which loaded on factor 3 is .4518 and .4698, respectively. However, the correlation to variable 30, which loaded on factor 8, is $-.1653$. Furthermore, the correlation between variable 30 and variables 27 and 28 is .3507 and .3274. The reason why the correlation separated into two factors is evident when the correlations are examined. An imbalance is introduced by variable 31, length of time at present parish. A direct correlation exists in every direction between variables 27, 28, and 30. However, variable 31 is correlated directly to variables 27 and 28 and inversely to variable 30.

These correlations indicate that age, years in the ministry, and number of parishes served are correlated directly. Age, years in the ministry, and length of time at present parish are correlated directly. Yet, number of parishes served and length of time at the present parish are inversely correlated. This means that if a minister has served rather many parishes, it is likely that he is older and has spent more years in the ministry, but also that he is not likely to remain very long at his present parish. It also means that if a minister has served many years at his present parish, he is likely to be older, and likely to have spent many years in the ministry.

Factor Four

Factor four also has high loadings from two variables which are based on questions from the questionnaire. The factor is named "Congregational Size". The two questions from the questionnaire are

number eight: "Number of adult members of your congregation;" and number nine: "Approximate number of people in attendance when this sermon was preached." The correlation between the two variables is .8680 according to the correlation matrix (Appendix E). Factor four indicates that the larger the congregation, the larger the attendance is at a worship service of the congregation.

As can be seen from Table IX, the per cent of variance is highest for the first four factors. This should be kept in mind when considering the interpretation of the last ten factors. These represent less of the total variance than the first four factors.

Factor Five

Factor five has one variable which has a high positive loading on it, and one which loads less strongly. These are the first variables from among the items of the card sort to load on a factor. The factor is named "Importance of God's Love". Item seven of the card sort had a high loading on the factor, "Tell hearer of God's love toward man." Variable 11 also loads on factor five. Variable 11 is item 11 of the card sort, "Help hearer to have and keep saving faith." There is a significant negative correlation of $-.2798$ between the two variables according to the correlation matrix (Appendix E).

This factor indicates that the more important the minister considers telling the hearer about God's love, the less important he considers helping the hearer to have and keep saving faith to be. A negative correlation between these two items is surprising because both are concerned with preaching the gospel, the good news of salvation, to the hearer. Apparently, the two are alternative approaches to the same end.

Some ministers prefer to focus on the means by telling the hearer of God's love, while others focus on the end by helping the hearer to have and keep saving faith.

It might appear that variable six could possibly be of some significance. This is not the case, however, because the loading of variable six is on several factors. Furthermore, the correlation between variables five and six is .0651 which is near zero. The correlation would have been negative if the loading of variable six on factor five had been of significance. The factor analysis gives no indication of a relationship between the importance the minister placed upon telling the hearer of God's love toward man and any other variable.

Factor Six

Factor six is named "Importance of Things of This Life." It consists of three variables from the card sort. The three cards are card two: "Meet physical needs of the hearer;" card four: "Consideration of family, community, or national problems;" and card ten: "Help hearer to practice Christian stewardship." The variable which loads most highly on factor six is card four. This variable has a positive loading. The other two variables have negative loadings. This relationship is also indicated in the correlation matrix (Appendix E). The correlation between variables four and two is $-.2091$ and between variables four and ten is $-.3031$. Evidently, variable four and the relationship of the other two variables to variable four are the important statistics underlying factor six. This means that the more concern a minister has regarding social problems, the less he will be concerned with the physical needs and stewardship of the hearer.

It is of interest that there is a negative correlation between concern by the minister with social problems and concern by the minister with the physical needs and stewardship of the hearer. This factor would indicate that the concern felt by ministers for the needs and problems of society is inversely proportionate to the concern which he has for the health and possessions of his hearer. An apparent conflict exists in the minds of ministers between concern for the needs of society and concern for the needs of the individual, as well as the value given to the welfare of society over the value ascribed to the property and standard of living of the individual.

Factor Seven

Indications Regarding Null Hypothesis One

Factor seven is the only factor which includes variables from both tests used in the study. Null Hypothesis One states that there is no significant difference between goal-oriented behavior within ministers when the setting and reference group of the ministers are changed. If null Hypothesis One were true, many of the factors could be expected to include variables from both tests used in the study, and furthermore, the variables from the one test would be expected to correspond to the variables from the other test. (For example, if variable 1 were to load on a factor, variable 14 would be expected to load on the same factor as well if null Hypothesis One were valid, since both variables 1 and 14 are concerned with meeting the psychological needs of the hearer.)

Such is not the case, however. Items from both Test One (variables 1 to 13) and Test Two (variables 14 to 26) appear together only in

factor seven. Furthermore, the variable from Test One does not correspond to either of the variables from Test Two.

This means that the factor analysis provided strong indications that null Hypothesis One is not valid and should be rejected.

Description and Interpretation of Factor Seven

Factor seven is named "Human Needs". It consists of three variables, one from the card sort scale, and the other two from the content analysis scale. The item from the card sort is card eight: "Point out and condemn hearer's sins." The items from the content analysis are category two: "Meet physical needs of the hearer," and category three: "Meet spiritual needs of the hearer." The correlation as given in the correlation matrix between the latter two variables is .2835 while the correlations of variable 8 to variables 15 and 16 are .1368 and .2206, respectively. This factor indicates that there is a direct relationship between concern for pointing out and condemning a man's sin and preaching concerned with his physical and spiritual needs. The more importance the minister places upon indicating and condemning sins of the hearer, the more concern he shows in his sermons for the physical and spiritual well being of his hearer.

The correlation between variables 15 and 16 is unexpected, but of interest. One would at first thought expect a negative, rather than a positive, relationship to exist between preaching regarding physical needs and preaching regarding spiritual needs. This would correspond with Frazier's "This worldly," and "Other worldly" dichotomy in describing emphases in preaching in negro churches in America (Frazier, 1964). Indications of this dichotomy are not evident in this sample of

ministers. Rather than preaching to "This worldly" needs to the exclusion of "Other worldly" needs or vice versa, the minister is more likely to preach to the needs of the whole man. If he preaches regarding spiritual needs, he is also likely to preach regarding physical needs. If his sermon is unconcerned with spiritual needs, it is also likely to be unconcerned with physical needs.

Factor Eight

Factor number eight is named "Humanistic Prescription". It has three variables from the content analysis of sermons which load highly upon it. Variable 14 is category number one: "Meet psychological needs of the hearer." Variable 17 is category number four: "Consideration of family, community, or national problems." Variable 25 is category number 12: "Help hearer to be a better person." All three variables are correlated directly in every direction according to the correlation matrix. The correlation of variable 14 to variables 17 and 25 is .3914 and .2927, respectively. The correlation between factors 17 and 25 is .3729. The more the minister preaches regarding psychological needs and social problems of the hearer, the more likely he is to urge the hearer to be a better person--the more likely to moralize. Furthermore, the sermon which ignores the psychological needs of the hearer is also likely to ignore the needs of society. A minister who does not urge the hearer to be a better person is more likely not to preach about psychological needs or social problems.

Factor Nine

Factor number nine is named "Impersonalization". Two variables

loaded on this factor. The factor is somewhat ambiguous since two other variables loaded higher than .3 and still four other variables loaded above .2 on the factor. This may account for the low correlation of $-.1465$ which is given in the correlation matrix between the two variables shown as significant. The variables are both items from the card sort. Variable nine is item nine: "Point out and condemn evil in the world." Factor nine indicates that the more important the minister considers condemning evil in the world, the less important he considers meeting the psychological needs of the hearer.

The next three factors have only a single variable loading highly on each.

Factor Ten

Factor number ten is named "Attempts to Gain Favor". Only variable 26 loads highly on this factor. This variable is category 13 of the content analysis: "Gain good will of the hearer." Factor ten indicates that attempts to gain favor by the minister in his sermons is a single independent factor not highly related to other variables included in the factor analysis.

Factor Eleven

Factor number eleven is named "Importance of Making People Better". Variable 12 which is item 12 of the card sort, "Help hearer to be a better person," loads on this factor. This means that the importance ministers place upon helping the hearer to be a better person is not highly related to any of the other 34 variables included in the factor analysis.

Factor Twelve

Factor number twelve is named "Importance of Spiritual Needs". This factor also has only one variable loading highly on it. The variable is number three which is item three of the card sort: "Meet spiritual needs of the hearer." This means that the importance ministers place upon meeting the spiritual needs of the hearer is not highly related to any of the other 34 variables included in the factor analysis.

Factor Thirteen

Factor number thirteen is named "Importance of Good Will". Two variables load highly on it, variables 13 and 35. The first is item 13 of the card sort: "Gain good will of the hearer." The second is developed from the last question of the questionnaire: "Community in which church is located." From the population, a scale was developed which is inversely proportionate to the size of the community. The correlation from the correlation matrix between the two factors is .3017. Since the valence of the correlation is negative, the relationship of the two variables to each other is inverse. The larger the community is, the less importance is given by the minister to gaining the good will of the hearer. The spirit of solidarity and identification with the community, which may exist in the smaller community, may make the gaining of good will from the hearer appear more important to the minister serving in a smaller community than for one serving in a larger community.

Factor Fourteen

Factor fourteen has only one variable loading on it. This variable is based on an item from the questionnaire. The factor is named "Number of Parishes". The item on the questionnaire is question number five: "Number of parishes served during ministry." This factor is discussed together with factor three above, to which it is closely related. The correlations indicate that the two factors (3 and 14) could be combined into one factor named "Experience". The combined factor indicates that if a minister has served many parishes, he is likely to be older and have spent more years in the ministry, but also that he is not likely to remain at his present parish very long. The combined factor indicates further that if a minister has served his present parish many years, he is likely to be older and likely to have spent many years in the ministry.

Further Observations

Several other points of interest were observed regarding the data through use of the factor analysis. A rather large number of factors loaded from the 35 variables analyzed. This indicates a rather large number of discreet unrelated factors underlying the data. Secondly, in no case did corresponding items in the two tests load on the same factor. This indicates a lack of relationship in either direction between corresponding scale items on the two tests. Finally, significant loadings on a factor included variables from both tests in only one case. Factor number seven contains significant loadings from item eight of the

card sort test, and categories three and four from the content analysis test. The two tests appear to be measuring two distinct sets of phenomena.

CHAPTER VI

CONCLUSIONS

Hypotheses Testing

Test One measured the perceptions of sermonic goal priorities of the ministers in a reactive testing situation. Test Two classified and measured the content of the ministers' sermons preached in natural non-reactive settings according to the same goal categories. Test One was designed to measure official organizational goals, while Test Two measured operative goals. It was expected that the results of Test One would be different from the results of Test Two.

Hypothesis One

Hypothesis One was tested to see if the difference was significant. Null Hypothesis One states that there is no significant difference between goal-oriented behaviors within ministers when the setting and reference group of the minister are changed. Corollaries were developed which predicted directions of differences.

The correlations between the corresponding goal categories on the two tests (Table I) revealed a near zero correlation for every item. If there was no difference between the two tests, a high positive correlation should have been found. Meeting the spiritual, psychological, and physical needs of the hearer were ranked in first, second, and third

place among the 13 items of Test One by the minister. Yet, in their sermons, the frequency count of the corresponding three categories of Test Two ranked eighth, twelfth, and eleventh in size. The t test for correlated observations (Table II) revealed that significant differences were found between corresponding items in 11 out of the 13 goal categories. Null Hypothesis One was rejected.

Corollaries were developed to Hypothesis One which predicted the directions of differences for all 13 scale items. The predictions for all the corollaries developed for the hypotheses in this study were based on three factors: (1) organizational needs; (2) personal needs of the goal carrier; (3) ideologies or domain assumptions of the goal carrier. Emphasis was placed upon the first two factors in developing the corollaries to Hypothesis One. When tested, three of the corollaries were rejected. As predicted, scale items 1, 2, 3, 4, 8, 11, and 13 ranked significantly higher in perceptual behavior than sermonic behavior, while scale items 5 and 6 ranked significantly higher in sermonic behavior than perceptual behavior, and scale item 12 ranked low in both perceptual and sermonic behavior. The differences for scale items 7 and 10 were not significant. The difference for scale item 9 was significant, but in the direction opposite that which was predicted.

Hypothesis Two

Null Hypothesis Two states that there is no significant difference in goal-oriented behavior between ministers when grouped by the polity of their congregations. Hypothesis Two and its corollaries were developed to measure the effect of the second factor (personal needs) upon

official and operative organizational goals. The sample was divided into congregational and hierarchical groups, depending upon the polity of the denomination of the congregations served by the ministers. A congregational denomination is one which offers little job protection to its ministers; while a hierarchical denomination is one which offers some degree of job protection to its ministers.

When Hypothesis Two was tested, significant differences were found in 8 of the 13 scale items (Table III). Therefore, null Hypothesis Two was rejected.

Corollaries predicting directions of differences were developed for 5 of the 13 scale items. Only one corollary was rejected when tested. As predicted, hierarchical ministers were found to rank significantly higher on scale items 4 and 8, while congregational ministers were found to rank significantly higher on scale items 10 and 13. In addition, significant differences not predicted by corollaries were found for scale items 1, 5, 11, and 12.

Hypothesis Three

Null Hypothesis Three states that there is no significant difference in goal-oriented behavior between ministers when grouped by the theological stance of the minister. Hypothesis Three and its corollaries were developed to measure the effect of the third factor (ideology and domain assumptions) upon official and operative organizational goals. The ministers were asked to classify themselves as either fundamentalist, conservative, moderate, or liberal. It was expected that directions of differences based on conflicting ideologies resulting from the Fundamentalist-Liberal Controversy could be predicted. The

predictions were based on the historic tenets of fundamentalism and liberalism.

When the differences between groups were tested, significant differences were found in 8 of the 13 scale items (Table IV). Therefore, null Hypothesis Three was rejected.

Corollaries predicting directions of differences were developed for 9 of the 13 scale items. Of the 9 corollaries, 3 were rejected. As predicted, liberal ministers ranked highest (significantly) among the four groups on scale items 1, 2, and 12, and lowest on scale item 5. As predicted, fundamentalist ministers ranked highest (significantly) on scale items 5 and 11, and lowest on scale items 1, 4, and 12.

Control Hypotheses

Hypotheses Four, Five, and Six were developed as control hypotheses for Hypotheses Two and Three. These hypotheses predicted no difference in goal-oriented behaviors of ministers when grouped according to age, education, or size of their congregations. No corollaries based on organizational needs, personal needs, or ideological differences were developed for these hypotheses. These three hypotheses were expected to have fewer items in which significant differences occurred than Hypotheses Two and Three. The three control hypotheses served as a base against which to judge the relative strength of the effect of organizational needs, personal needs, and ideological differences upon organizational goals.

As predicted, the three control hypotheses had less frequent occurrences of significant differences. When the ministers were grouped according to age, the only significant differences that occurred were

two significant correlations (Appendix E, column 27) between age and two items of Test One. No significant differences were found among the 26 F tests reported in Table V. When the ministers were grouped according to the size of their congregations, significant differences appear in only one scale item (Table VII and Appendix E, column 33).

Factor Analysis

A total of 14 factors accounted for 70.79% of the variance of the 35 variables used in the factor analysis, indicating a rather large number of discreet unrelated factors underlying the data. The factors are named and their loadings are given in Table X.

In no case did corresponding items in the two tests load significantly on the same factor. This indicated a lack of positive or negative relationship between corresponding scale items on the two tests. In only one case did the significant loadings on a factor include variables from both tests. Factor number seven contained significant loadings from item eight of the card sort test, and categories three and four from the content analysis test. The factor analysis indicated that the two tests measured two distinct sets of phenomena.

Limitations of the Study

The first three limitations are concerned with assumptions that had to be made in order to operationalize the study. The others have to do with the limitations imposed by the scope of the study.

Assumptions Made

In order to use the statistical tests, certain assumptions regarding

the data were made. It was assumed that the intervals between the cards in the card sort, when sorted by the ministers, were of equal size. It was further assumed that the frequency count of a scale category in the content analysis test (Test Two) was directly related to its importance as an organizational goal. Another assumption was that the minister actually has internalized the goals of the organization, and that these goals can be measured by measuring the behavior of the minister by means of the reactive and non-reactive tests used in this study. There is ample theoretical justification for this assumption, however (see Chapter II).

Limitations Due to the Scope of the Study

Because of limited resources of money and time, certain limitations were placed on the scope of this study. Additional studies are needed to verify and amplify the findings of this study.

First, only the behavior of the minister related to preaching was used to measure the organizational goals. Other behaviors which are included in the role of minister, such as teaching, counselling, or decision making could also have been used.

Second, only one sermon per subject was used. The card sort was administered only once to each subject. Indications concerning variability as well as rates of change over time could be obtained by using multiple administrations of the tests over time. Only oral sermonic behavior was classified with Test Two.

Third, a single variable was used for measuring the effect of personal needs on organizational goals (job security). A single variable was used for measuring the effect of ideology and domain

assumptions (liberal or fundamentalist stance). Alternative variables could be used to strengthen the findings.

Fourth, the findings of the study could be strengthened by replication. Because the interpretations are based on statistical inference, additional replications using new samples would contribute to the significance of the results. The study could be further replicated by a different organization population.

Applications of Results

Substantive

There is a substantial significant difference between the priorities a minister assigns to preaching goals and the actual goal content of his sermons. Both the priorities assigned to specific goals and the goal content of sermons are influenced by (1) the needs of the organization, (2) the needs of the minister, (3) the ideology and domain assumptions of the minister. Predictions of directions of differences can be made with regard to specific goals on the basis of these three factors. Age and educational differences among ministers have little effect upon the goal priorities or the goal content of the sermons of the ministers. The size of the congregation served by the minister has little effect upon his goal priorities or the goal content of his sermons.

Official goals are the general purposes of an organization as put forth in its constitution or in public statements by its key executives (Perrow, p. 855). The following goals, ranked in order of priority, were identified as official goals of Protestant congregations: (1) meet spiritual needs of the hearer; (2) meet psychological needs of the

hearer; (3) meet physical needs of the hearer; (4) point out and condemn hearer's sins; (5) consideration of family, community, or national problems; (6) help hearer to have and keep saving faith. These were predicted to be official goals of Protestant congregations. The predictions were made that these goals would rank higher in perceptual behavior than sermonic behavior. The predictions were based on the needs of the organization, the needs of the minister, and the ideology of the minister. The predictions were stated in the form of corollaries which were tested. The corollaries predicting that the five goals listed above were official goals were confirmed.

Operative goals designate the ends worked toward through the actual activities of an organization (Perrow, p. 855). The following goals, ranked in order of priority, were identified as operative goals of Protestant congregations: (1) tell hearer about God and His message; (2) present and explain teachings of the Christian church; (3) gain good will of the hearer; (4) point out and condemn evil in the world today. The predictions were made in the form of corollaries that these goals would rank higher in sermonic behavior than perceptual behavior. The predictions were based on the needs of the organization, the needs of the minister, and the ideology of the minister. When tested, the corollaries predicting that the four goals listed above were operative goals were confirmed.

Three of the goals making up the scale categories were found to be ambiguous. As predicted in Corollary L to Hypothesis One, the goal, "Help hearer to be a better person," ranked low in both sermonic and perceptual behavior. This corollary was confirmed when tested. The differences between sermonic and perceptual behavior were found not to

be significant when the corollaries concerned with the other two ambiguous goals were tested. Perhaps the goal, "Tell hearer of God's love toward man," did not have a significant difference between the sermonic and perceptual behaviors of the ministers because it is both an official and an operative goal. The goal, "Help hearer to practice Christian stewardship," was predicted to be an operative goal. The difference, too small to be significant, was in the direction predicted. Perhaps this goal is both an operative goal and an official goal.

The results of the factor analysis which was made give indications regarding the relationships existing between the variables measured in the study. These results also indicate that opinions regarding the importance of goals provide extremely unreliable indications of the goal-oriented behavior of that same individual.

Methodological

A scale of exhaustive and mutually exclusive items for measuring the goals of a religious organization was developed. Coordinated instruments were developed utilizing this scale to measure the official goals and operative goals of the organization. A reactive test was developed to measure the official goals of the goal carrier in a testing setting. A non-reactive test was developed to measure the operative goals of the goal carrier by measuring his actual goal-oriented behavior in a natural organizational setting. The instruments were used to measure the goals of Protestant congregations. These instruments may be further used, independently or in conjunction, to measure either organizational goals or in sermon analysis. A statistical procedure was designed for testing the differences predicted in the hypotheses and the

directions of differences predicted in the corollaries.

This study provides an example of a combination of both reactive and non-reactive measures in the same study. It may serve as a guide to others considering the use of coordinated multiple measures for social scientific research.

Theoretical

This study builds upon and serves to replicate earlier studies of organizational goals. The top executive is identified as the primary goal carrier of the organization. Official and operative goals are independently measured and described. Three factors were found to be importantly related to the relative priorities given to specific organizational goals. These factors are: (1) organizational needs; (2) personal needs of the goal carrier; and (3) the ideology and domain assumptions of the goal carrier.

These factors were identified by controlling for two variables: (1) the occupational security enjoyed by the minister; (2) the theological ideological orientation of the minister. The following variables were also controlled, but, as predicted, were found to have little relationship to the priorities given to specific organizational goals: (1) the age of the minister; (2) the amount of formal education of the minister; and (3) the size of the congregation.

The study further indicates that the setting is most important when measuring opinions and attitudes. The results of the study indicate that great care must be exercised when attempting to predict patterns of behavior from responses to a reactive test. Inferences to other behavior made from such test results may be very unreliable.

Correspondence between responses of an individual to a reactive test and his behavior in other situations cannot be assumed.

Implications Concerning the Church and Ministry

Role Strain and Conflict of Parish Ministers. There is evidence of substantial conflict and strain in the role of the parish minister. He has internalized both the operative and official goals of the congregation he is serving. Since there is a substantial difference between the priorities of corresponding official and operative goals, the minister is faced with a perpetual dilemma. He spends much of his time working toward ends he does not consider very important (see Table I). This factor no doubt contributes substantially to defections from the parish ministry. When the strain becomes too much, the minister may seek a denominational executive position or a teaching post in a church school rather than a secular vocation.

The relative differences in sermonic behavior with regard to official goals indicate that hierarchical ministers, and more educated ministers included more themes in their sermons concerned with the six goals identified as official goals (listed in second paragraph of this section) than did congregational ministers and less educated ministers. Hierarchical ministers included more themes concerned with each of the six goals with one exception, in which case the difference was not significant.

Ministers with more education included more themes classified under categories identified as official goals than did ministers with less education. This is so in each of the categories except one in which case the difference was not significant. No differences had been

predicted between ministers when grouped by education, yet significant differences appeared in three scale items. Two of these scale items were classified as official goals.

This means that ministers of hierarchical congregations and ministers with more education are more likely to do more preaching toward official goals.

Defections From the Parish Ministry. The results of the various tests to the data from Tests One and Two to scale item five (tell hearer about God and His message) will now be reviewed before the application to defections from the parish ministry can be made.

The importance of the role of preacher as spokesman for God was played down by the ministers. Yet, this type of role behavior on the part of the minister is essential in order that the credibility of what he says will not be challenged by the hearer. Supporting what he said with Bible references was an important technique for establishing and maintaining the norms of the organization and for getting its members to comply with otherwise unpopular patterns of behavior and beliefs. The authority of the minister was reinforced when he purported to speak for God.

Significant interaction was found in item five between perceptual and sermonic behavior when the ministers were grouped by the polity of their congregations. This means that the hierarchical minister saw himself in a more prophetic role as a result of the support and protection he was given by his denomination. His authority as a minister was taken for granted to a greater extent by those whom he served and, as a result, by himself. It was less necessary for him to reinforce his

statements with quotations from the Bible. On the other hand, the congregational minister, who did not enjoy the protection and security of position of the hierarchical minister, tended to compensate for his relative lack of authority by making greater use of appeals to the authority of God.

When the ministers were grouped by years of education beyond high school, significant interaction was also found. The more educated minister saw himself in a more prophetic role than the less educated, while the less educated ministers felt more compelled to reinforce the authority of their statements with God's word.

On the basis of these findings, some inferences regarding defection from the parish ministry can be made. Preaching toward official goals does little to benefit the organization or the minister. The hearer and society are the beneficiaries. Preaching toward official goals may disturb or antagonize the hearer or disrupt the congregation. Only a minister who is sure of his authority dare do a great deal of what can be called "prophetic preaching". The prophet may be likely to be persecuted and driven from his pulpit. Ministers with more education and ministers of hierarchical congregations did more preaching toward official goals. These ministers also perceived themselves in a prophetic role of authority. Since less protection is given to ministers in congregational churches, ministers who do too much preaching toward official goals learn to concentrate upon operative goals in their preaching or leave the parish ministry. Since the more highly educated minister is likely to see himself in a more prophetic role, it is more difficult for him to make the adjustment. He is likely to seek the security of a denominational post or a teaching position in a

church school.

This is unfortunate. There is a need for a greater amount of behavior on the part of parish ministers aimed at the accomplishment of official goals. There is need for more prophetic preaching. This type of preaching is needed in order that the needs of people might be better served and that the church might fulfill its essential role as a basic institution of society to the fullest extent.

The Church of the Future. From the data, there is no evidence that the church is dying as an institution, just evidence that it may become irrelevant. The emphasis is upon survival. The church is very sensitive to meeting its organizational needs through its leadership as reflected by the emphasis upon operative goals in the preaching of its ministers. It still has relatively stable enduring official goals. There is a need for greater implementation of behavior aimed at the accomplishment of these official goals.

The Church and Social Issues. Parish ministers are often criticized for not speaking out on social issues. They have much they could contribute toward the resolution of these issues. They have a system of morality and ethics that has been in existence for thousands of years and is reinforced by the authority of God's word. Yet, on vital social issues such as racial discrimination, war, and poverty, the parish ministers are often silent. The results of this study indicate that the ministers may be afraid to speak out. If the church is to speak out on social issues, more vocational protection must be given to parish ministers.

The Church and Normative Sanctions. An important function of the church in society is to expose and indict undesirable behavior. Negative sanctions of undesirable behavior are carried out in sermons when the minister indicts and condemns the sins of the hearer. This is an important official goal of the church as indicated by the fact that the ministers ranked this goal fifth in importance among the goals. Yet, they did relatively little indicting of the hearer's sins in their preaching. However, hierarchical ministers did more indicting and condemning hearers' sins than did congregational ministers, while congregational ministers condemned evil in the world 50% more often than hierarchical ministers. The congregational ministers displaced their condemnation from the hearer to an innocuous target. The threatened status of the congregational ministers was further indicated by the fact that they devoted a significantly greater proportion of their sermons to gaining the good will of the hearer. If the church is to more fully carry out its service to society by curbing undesirable behavior, greater protection must be given to ministers who indict the sins of their hearers.

The Church and Human Psychological Needs. Meeting the psychological needs of the hearer was ranked as an important official goal by the ministers. Considerable variation in sermonic behavior was discovered when the data was grouped as called for by Hypotheses Two through Six. In each case, the difference was significant. The more educated ministers had a significantly larger number of themes in their sermons classified under category one than less educated ministers. This perhaps is a reflection of their more intensive training in counselling,

mental disorders, and psychology. A strategy to enable ministers to cope with the psychological problems of the hearer more effectively is to provide in-service training to ministers in psychology and counselling.

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APPENDIX A

COMPUTER PROGRAMS

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PAGE 002

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CARD
0055      DO 17 IA=1,13
0056      17 X(IA)= X(IA)*(-1)+14
0057 C    CONVERT REAL VARIABLES TO THEIR PROPORTIONS
0058      IF (IO.GT.0) GO TO 7
0059      DO 12 IB=1,NT
0060      NK=IB*NV
0061      IDG=NK+1-NV
0062      TOTL=0.
0063      DO 11 K=IDG,NK
0064      11 TOTL=TOTL+X(K)
0065      WRITE (6,13)TOTL, (X(K),K=IDG,NK)
0066      13 FORMAT (5X,14F8.0)
0067      DO 12 K=IOG,NK
0068      12 X(K)= X(K)/TOTL
0069      7 DO 8 IB=1,NT
0070      NK=IB*NV
0071      IDG=NK+1-NV
0072      IF (ID.GT.0) GO TO 9
0073      WRITE (6,16)(X(K),K=IDG,NK)
0074      16 FORMAT (14X,13F8.5)
0075      GO TO 8
0076      9 WRITE (6,14)(X(K),K=IDG,NK)
0077      14 FORMAT (14X,12F8.0)
0078      8 CONTINUE
0079      DO 50 K=1,NV
0080      IF (MD*(K).EQ.0) GO TO 40
0081      DO 35 L=K,NX,NV
0082      IF (X(L).GT.0.) GO TO 35
0083      G(I,K)=G(I,K)-1.
0084      GO TO 50
0085      35 CONTINUE
0086      40 N=1
0087      XX=0.
0088      DO 45 L=K,NX,NV
0089      XX=XX+X(L)
0090      TQ(K)=TQ(K)+X(L)**2
0091      C(I,N,K)=C(I,N,K)+X(L)
0092      45 N=N+1
0093      SQ(K)=SQ(K)+XX**2
0094      50 CONTINUE
0095      GN=NG
0096      TN =NT
0097      DO 135 K=1,NV
0098 C    BEGIN ANALYSIS OF ONE DEPENDENT VARIABLE.
0099      S(3)=0.
0100      S(7)=0.
0101 C    COMPUTE CERTAIN SUM OF SQUARES AND CELL SUMS.
0102      DO 70 I=1,NG
0103      IF (G(I,K).GT.1.) GO TO 60
0104      WRITE (6,55)K
0105      55 FORMAT(' VARIABLE',I3,' INSUFFICIENT DATA. ')
0106      GO TO 135
0107      60 DO 65 J=1,NT
0108      CM(I,J)=C(I,J,K)

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PAGE 003

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CARD
0109      65 S(7)=S(7)+ CM(1,J)**2/G(I,K)
0110      GM(I)= SUMF(CM,-1,NT,ND)
0111      70 S(3)=S(3)+GM(I)**2/(G(I,K)*TN)
0112      SN=SUMF(G,K,NG,ND)
0113      CF=SUMF(GM,1,NG,ND)**2/(SN*TN)
0114      DO 75 J=1,NT
0115      75 TM(J)=SUMF(CM,J,NG,ND)
0116      C COMPLETE ALL SUMS OF SQUARES AND DEGREES OF FREEDOM.
0117      S(1)=TQ(K)-CF
0118      D(1)=SN*TN-1.
0119      S(2)=SQ(K)/TN-CF
0120      D(2)=SN-1.
0121      S(3)=S(3)-CF
0122      D(3)=GN-1.
0123      S(4)=S(2)-S(3)
0124      D(4)=SN-GN
0125      S(5)=S(1)-S(2)
0126      D(5)=D(1)-D(2)
0127      S(6)=SUMF(TM,1,-NT,ND)/SN-CF
0128      D(6)=TN-1.
0129      S(7)=S(7)-CF-S(3)-S(6)
0130      D(7)=D(3)*D(6)
0131      S(8)=S(5)-S(6)-S(7)
0132      D(8)=D(4)*D(6)
0133      C CONVERT SUMS OF SQUARES TO MEAN SQUARES.
0134      DO 80 J=1,8
0135      IF (D(J).GT.0.)S(J)=S(J)/D(J)
0136      80 CONTINUE
0137      C COMPUTE F-RATIOS AND PROBABILITIES.
0138      F(3)= S(3)/S(4)
0139      P(3)=PRBF(D(3),D(4),F(3))
0140      F(6)=S(6)/S(8)
0141      P(6)=PRBF(D(6),D(8),F(6))
0142      F(7)=S(7)/S(8)
0143      P(7)=PRBF(D(7),D(8),F(7))
0144      C COMPUTE CELL MEANS.
0145      DO 85 I=1,NG
0146      GM(I)=GM(I)/(G(I,K)*TN)
0147      DO 85 J=1,NT
0148      85 CM(I,J)=CM(I,J)/G(I,K)
0149      DO 90 J=1,NT
0150      90 TM(J)=TM(J)/SN
0151      C BEGIN OUTPUT OF SOURCE TABLE AND MEANS.
0152      WRITE (6,95)K,S(1),D(1)
0153      95 FORMAT(///' VARIABLE',I3,' ANALYSIS'///' SOURCE',5X,'MEAN SQUARE',
0154      15X,'D.F.',5X,'F-RATIO',8X,'P'///' TDTAL',F18.7,F9.0)
0155      IF (D(7).GT.0.)WRITE(6,100)S(2),D(2)
0156      100 FORMAT(' BETWEEN',F16.7,F9.0)
0157      IF(NG.GT.1)WRITE(6,105)S(3),D(3),F(3),P(3),S(4),D(4)
0158      105 FORMAT('/' GROUPS',F17.7,F9.0,F12.3,F11.4///' ERROR (G)',
0159      1F14.7,F9.0)
0160      IF (D(7).GT.0.) WRITE(6,110)S(5),D(5)
0161      110 FORMAT (' WITHIN',F17.7,F9.0)
0162      IF (NT.GT.1) WRITE(6,115)S(6),D(6),F(6),P(6)

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PAGE 004

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CARD
0163 115 FORMAT(/' TRIALS',F17.7,F9.0,F12.3,F11.4)
0164 IF (D(7).GT.0.) WRITE(6,120)S(7),D(7),F(7),P(7)
0165 120 FORMAT(' G BY T',F17.7,F9.0,F12.3,F11.4)
0166 IF(NT.GT.1) WRITE(6,125)S(8),D(8)
0167 125 FORMAT (/' ERROR (T)',F14.7,F9.0)
0168 IF (NG.GT.1) CALL PRTS (GM,NG,1,' G M','EAN ',ND)
0169 IF (MD.EQ.1) WRITE(6,130)(G(I,K),I=1,NG)
0170 130 FORMAT (/ ' N V','ALID',F9.0,9F11.0)
0171 IF (NT.GT.1) CALL PRTS (TM,NT,1,' T ','MEAN',ND)
0172 IF (D(7).GT.0.) CALL PRTS(ICM,NG,NT,' G ','BY T',ND)
0173 135 CONTINUE
0174 GO TO 5
0175 END
0176 FUNCTION SUMF (X,KK,NN,ND)
0177 DIMENSION X(ND,1)
0178 SUMF = 0.0
0179 N=IABS(NN)
0180 K=IABS(KK)
0181 IF (NN) 5,55,10
0182 5 IF (KK) 15,55,25
0183 10 IF (KK) 35,55,45
0184 15 DO 20 I=1,N
0185 20 SUMF=SUMF+X(K,I)**2
0186 RETURN
0187 25 DO 30 I=1,N
0188 30 SUMF=SUMF+X(I,K)**2
0189 RETURN
0190 35 DO 40 I=1,N
0191 40 SUMF=SUMF+X(K,I)
0192 RETURN
0193 45 DO 50 I=1,N
0194 50 SUMF=SUMF+X(I,K)
0195 55 RETURN
0196 END
0197 FUNCTION PRBF (DA,DB,FR)
0198 PRBF=1.
0199 IF (DA*DB*FR.EQ.0.) RETURN
0200 IF (FR.LT.1.) GO TO 5
0201 A=DA
0202 B=DB
0203 F=FR
0204 GO TO 10
0205 5 A=DB
0206 B=DA
0207 F=1./FR
0208 10 AA=2./(9.0*A)
0209 BB=2./(9.0*B)
0210 Z=ABS(((1.-BB)*F**(1./3.)-1.+AA)/(BB*F**(2./3.)+AA)**.5)
0211 IF(B.LT.4.)Z=Z*(1.+08*Z**4./R**3.)
0212 PRBF=.5/(1.+Z*(.196854+Z*(0.115194+Z*(0.000344+Z*0.019527))))**4
0213 IF (FR.LT.1.) PRBF=1.-PRBF
0214 RETURN
0215 END
0216 SUBROUTINE CCDS (KF,KI,KJ,KK,KL,KM)

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PAGE 005

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CARD
0217     DIMENSION KF(20), KH(20)
0218     READ(5,5)KH
0219     5 FORMAT(20A4)
0220     IF (KH(1).EQ.KH(2)) STOP
0221     READ(5,10) KI,KJ,KK,KL,KM,KF
0222     10 FORMAT(5I5 / 20A4)
0223     WRITE(6,15)KH,KI,KJ,KK,KL,KM,KF
0224     150FORMAT('1',20A4 // ' PARAMETERS' / ' COL 1-5 =', I5 /
0225     151 ' COL 6-10 =', I5 / ' COL 11-15 =', I5 / ' COL 16-20 =',
0226     2 I5 / ' COL 21-25 =', I5 // ' DATA FORMAT =',20A4)
0227     RETURN
0228     END
0229     SUBROUTINE PRTS(X,N,M,KH,KJ,ND)
0230     DIMENSION X(ND,M)
0231     IF (M.GT.1) GO TO 20
0232     WRITE(6,15)
0233     DO 10 I=1,N,10
0234     J=MIN0(I+9,N)
0235     WRITE(6,5)KH,KJ,(K,K=I,J)
0236     5 FORMAT(2X,2A*,10I11)
0237     10 WRITE(6,15)(X(K,1),K=I,J)
0238     15 FORMAT(10X,10F11.4)
0239     RETURN
0240     20 DO 25 K=1,M,10
0241     WRITE(6,15)
0242     L=MIN0(K+9,M)
0243     WRITE(6,5)KH,KJ,(J,J=K,L)
0244     DO 25 I=1,N
0245     25 WRITE(6,30)I,(X(I,J),J=K,L)
0246     30 FORMAT(16,4X,10F11.4)
0247     RETURN
0248     END
0249 //GO.SYSIN DD *
0250 DONALD GNEWUCH REAL & PROP. DATA BY SUBJECT. NESTED ANAL. OF VARIENCE
0251 00013000040000100000
0252 (56X,6F4.0/4X,7F4.0)
0253
0254 //

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PAGE 001

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CARD
0001 //DEG4 JOB (12802,393-32-2833,2),'DONALD GNEUWCH'
0002 /*ROUTE PRINT HOLD
0003 // EXEC FORTGCLG
0004 //FORT.SYSIN DD *
0005 C FACTOR ANALYSIS PROGRAM DONALD GNEUWCH
0006 C INTERCORRELATION AND FACTOR ANALYSIS CONTROL PROGRAM
0007 C PARAMETER CONTROL-CARD FIELDS.
0008 C COL 1-5. NUMBER OF VARIABLES (MAX=12).
0009 C COL 6-10. NUMBER OF SUBJECTS (MAX=30 FOR TDRS OPTION ONLY).
0010 C DIMENSION KF(20), R(40,40), V(40,40), W(40,40), X(40), Y(40),
0011 1 Z(40), KS(40), A(40),S(40)
0012 ND=40
0013 5 CALL CCDS (KF, NV, NS, KA, KB, KC)
0014 K11=KA/10000
0015 K12= MOD (KA/1000,10)
0016 K13= MOD (KA/100,10)
0017 K14= MOD (KA/10,10)
0018 K15= MOD (KA,10)
0019 KEV=KB/1000
0020 K18= MOD (KB/100,10)
0021 K19= MOD (KB/10,10)
0022 K20= MOD (KB,10)
0023 K21= KC/10000
0024 K22= MOD (KC/1000,10)
0025 K23= MOD (KC/100,10)
0026 VN=NV
0027 CALL CORS (NS, NV, R, A, S, KF, ND)
0028 CALL PRTS (A, NV, 1, 'MEAN','S_--', ND)
0029 CALL PRTS (S, NV, 1, 'SIGM','AS_--', ND)
0030 IF (K13 .EQ. 1) CALL PRTS (R, NV, NV,'R_MA','TRIX', ND)
0031 C PRINCIPAL-AXIS ANALYSIS.
0032 NF=NV
0033 C=KEV
0034 IF (KEV .LE. 1) GO TO 90
0035 NF=KEV
0036 C= 0.0
0037 90 CALL SEVS (NV, NF, C, R, V, X, Y, ND)
0038 CALL PRTS (X, NF, 1, 'EIGN','ROOT', ND)
0039 CALL PRTS (Y, NF, 1, 'PC_T','RACE', ND)
0040 IF (K18 .EQ. 1)CALL PRTS(V, NV, NF, 'P_AX','LOAD', ND)
0041 C COMPUTE PRINCIPAL-AXIS FACTOR-SCORE WEIGHTS.
0042 DO 95 J= 1,NF
0043 DO 95 I = 1,NV
0044 95 R(I,J)=V(I,J)/X(J)
0045 IF (K19 .EQ. 1) CALL PRTS (R, NV, NF, 'PRAX','_WTS', ND)
0046 IF (K19 .EQ. 1) CALL PRTS (R, NV, NF, 'PRAX','_WTS', ND)
0047 C ADJUST PA WEIGHTS FOR MODIFYING VARIMAX LOADINGS
0048 130 DO 135 J = 1,NF
0049 DO 135 I = 1,NV
0050 135 R(I,J)=R(I,J)/X(J)
0051 CALL AXBS (R, V, W, NV, -NV, NF, ND)
0052 C VARIMAX ROTATION OF PRINCIPAL AXES.
0053 CALL VORS (NV, NF, V, X, Y, Z, ND)
0054 CALL PRTS (X, NF, 1, 'PCT_','VAR.', ND)

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PAGE 002

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CARD
0055      CALL PRYS (Y, NV, 1, 'PCT_', 'COMM', ND)
0056      IF (K21 .EQ. 1) CALL PRYS (V, NV, NF, 'VMAX', 'LCAD', ND)
0057      IF (K22 .EQ. 1) CALL PRYS (R, NV, NF, 'VMAX', '_WTS', ND)
0058 C     COMPUTE VARIMAX FACTOR-SCORE WEIGHTS AND FACTOR SCORES.
0059      CALL AXBS (W, V, R, NV, NF, NV, ND)
0060      GO TO 5
0061      STOP
0062      END
0063      SUBROUTINE CCDS (KF, KI, KJ, KK, KL, KM)
0064      DIMENSION KF(20), KH(20)
0065      READ(5,5) KH
0066      5 FORMAT(20A4)
0067      IF (KH(1).EQ.KH(2)) STOP
0068      READ(5,10) KI, KJ, KK, KL, KM, KF
0069      10 FORMAT(5I5 / 20A4)
0070      WRITE(6,15) KH, KI, KJ, KK, KL, KM, KF
0071      150FORMAT('1',20A4 // ' PARAMETERS' / ' COL 1-5=', I5 /
0072      151 ' COL 6-10 =', I5 / ' COL 11-15 =', I5 / ' COL 16-20 =',
0073      2 I5 / ' COL 21-25 =', I5 // ' DATA FORMAT =', 20A4)
0074      RETURN
0075      END
0076      SUBROUTINE SEVS (NV, NF, C, R, V, E, P, ND)
0077      DIMENSION R(ND, NV), V(ND, NF), E(NF), P(NV)
0078 C     COMPUTE TRACE.
0079      T=0.
0080      DO 5 I=1, NV
0081      5 T=T+R(I, I)
0082      DO 30 K=1, NF
0083 C     COMPUTE ROOT IN E(K) AND VECTOR IN V(.K).
0084      DO 10 I=1, NV
0085      10 P(I)=1.
0086      E(K)=1.
0087      DO 25 M=1, 25
0088      DO 15 I=1, NV
0089      15 V(I, K)=P(I)/E(K)
0090      DO 20 I=1, NV
0091      20 P(I)=SCPF(R, V, -I, K, NV, ND)
0092      EE=SCPF(P, V, 1, K, NV, ND)
0093      25 E(K)=SQRT(ABS(EE))
0094      IF (EE.LT.C*C) GO TO 35
0095 C     DEFLATE R MATRIX.
0096      DO 30 I=1, NV
0097      DO 30 J=1, NV
0098      30 R(I, J)=R(I, J)-V(I, K)*V(J, K)
0099      GO TO 40
0100      35 NF=K-1
0101 C     COMPUTE PERCENTS OF TRACE.
0102      40 DO 45 I=1, NF
0103      45 P(I)=E(I)/T*100.
0104      EV=SUNF(P, 1, NF, ND)
0105      WRITE(6,50) T, EV, NF
0106      500FORMAT('// ' PRINCIPAL AXIS ANALYSIS.' // ' TRACE =', F10.4 //
0107      1 F7.2, ' PCT. OF TRACE WAS EXTRACTED BY', I3, ' ROOTS.')
0108      RETURN

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CARD
0109      END
0110      SUBROUTINE AXBS (A,B,C,KA,KB,N,ND)
0111      DIMENSION A(ND,1), B(ND,1), C(ND,1)
0112      K = IABS(KA)
0113      L = IABS(KB)
0114      IF (KA) 5,55,10
0115      5 IF (KB) 15,55,25
0116      10 IF (KB) 35,55,45
0117      15 DO 20 I = 1,K
0118      00 20 J = 1,L
0119      20 C(I,J) = SCPF(A, B, I, -J, N, ND)
0120      RETURN
0121      25 DO 30 I = 1,K
0122      DO 30 J = 1,L
0123      30 C(I,J) = SCPF(A, B, I, J, N, ND)
0124      RETURN
0125      35 DO 40 I=1,K
0126      DO 40 J = 1,L
0127      40 C(I,J) = SCPF(A, B, -I, -J, N, ND)
0128      RETURN
0129      45 DO 50 I = 1,K
0130      DO 50 J = 1,L
0131      50 C(I,J) = SCPF(A, B, -I, J, N, ND)
0132      55 RETURN
0133      END
0134      FUNCTION SUMF (X, KK, NN, ND)
0135      DIMENSION X(ND,1)
0136      SUMF = 0.0
0137      N=IABS(NN)
0138      K=IABS(KK)
0139      IF (NN) 5,55,10
0140      5 IF (KK) 15,55,25
0141      10 IF (KK) 35,55,45
0142      15 DO 20 I=1,N
0143      20 SUMF=SUMF+X(K,I)**2
0144      RETURN
0145      25 DO 30 I=1,N
0146      30 SUMF=SUMF+X(I,K)**2
0147      RETURN
0148      35 DO 40 I=1,N
0149      40 SUMF=SUMF+X(K,I)
0150      RETURN
0151      45 DO 50 I=1,N
0152      50 SUMF=SUMF+X(I,K)
0153      55 RETURN
0154      END
0155      SUBROUTINE CORP (NS,NV,R,A,S,KF,ND)
0156      DIMENSION R(ND,NV),A(NV),S(NV),KF(20)
0157      T=NS
0158      DO 5 I=1,NV
0159      A(I)=0.0
0160      DO 5 J=1,NV
0161      5 R(I,J)=0.0
0162      DO 10 K=1,NS

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80/80 LIST

PAGE 004

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CARD
0163      READ (5,KF) S
0164 C    INVERT CARD SORT VECTOR, TWO CARDS
0165      DO 7 IA=1,13
0166      7 S(IA)=S(IA)*(-1)+14
0167      DO 10 I=1,NV
0168      A(I)=A(I)+S(I)
0169      DO 10 J=1,NV
0170      10 R(I,J)=R(I,J)+S(I)*S(J)
0171      DO 15 I=1,NV
0172      A(I)=A(I)/T
0173      15 S(I)=SQRT(R(I,I)/T-A(I)**2)
0174      DO 25 I=1,NV
0175      DO 20 J=1,NV
0176      IF (S(I)*S(J) .EQ. 0.0) GO TO 20
0177      R(J,I)=(R(I,J)/T-A(I)*A(J))/(S(I)*S(J))
0178      20 R(I,J)=R(J,I)
0179      25 R(I,I)=1.0
0180      WRITE(6,30)
0181      30 FORMAT (//' INTERCORRELATION ANALYSIS')
0182      RETURN
0183      END
0184      SUBROUTINE VORS (NV, NF, V, A, B, C, ND)
0185      DIMENSION V(NV,NF), A(NV), B(NV), C(NV)
0186      T = NV
0187      DO 5 I = 1,NV
0188      B(I) = SQRT(SUMF(V, -I, -NF, ND))
0189      DO 5 J = 1,NF
0190      5 V(I,J) = V(I,J) / B(I)
0191      10 KR = 0
0192      DO 40 M = 1,NF
0193      DO 40 N = M,NF
0194      IF (M .EQ. N) GO TO 40
0195      DO 15 I = 1,NV
0196      A(I) = V(I,M)**2 - V(I,N)**2
0197      15 C(I) = 2.0 * V(I,M) * V(I,N)
0198      AA = SUMF(A, 1, NV, ND)
0199      BB = SUMF(C, 1, NV, ND)
0200      CC = SUMF(A, 1, -NV, ND) - SUMF(C, 1, -NV, ND)
0201      DD = SCPF(A, C, 1, 1, NV, ND) * 2.0
0202      XN = DD - 2.0 * AA * BB / T
0203      XD = CC - (AA**2 - BB**2) / T
0204      Y = ATAN(XN / XD)
0205      IF (XD .GE. 0.0) GO TO 20
0206      IF (XN .GE. 0.0) Y = Y + 6.2832
0207      Y = Y - 3.1416
0208      20 Y = Y / 4.0
0209      IF (ABS(Y) .LT. 0.0175) GO TO 40
0210      CY = COS(Y)
0211      SY = SIN(Y)
0212      KR = 1
0213      DO 35 I = 1,NV
0214      Q = V(I,M) * CY + V(I,N) * SY
0215      V(I,N) = V(I,N) * CY - V(I,M) * SY
0216      35 V(I,M) = Q

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80/80 LIST

PAGE 005

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CARD
0217      40 CONTINUE
0218      IF (KR .GT. 0) GO TO 10
0219      DO 50 J = 1,NF
0220      DO 45 I = 1,NV
0221      45 V(I,J) = V(I,J) * B(I)
0222      50 A(I) = SUMF(V, J, -NV, ND) / T * 100.0
0223      DO 55 I = 1,NV
0224      55 B(I) = B(I)**2 * 100.0
0225      WRITE (6,60)
0226      60 FORMAT (//' VARIMAX ROTATION ANALYSIS.')
0227      RETURN
0228      END
0229      FUNCTION SCPF (X, Y, KX, KY, N, ND)
0230      DIMENSION X(ND,1), Y(ND,1)
0231      SCPF = .0.0
0232      J = IABS(KX)
0233      K = IABS(KY)
0234      IF (KX) 5,55,10
0235      5 IF (KY) 15,55,25
0236      10 IF (KY) 35,55,45
0237      15 DO 20 I = 1,N
0238      20 SCPF = SCPF + X(J,I) * Y(K,I)
0239      RETURN
0240      25 DO 30 I = 1,N
0241      30 SCPF = SCPF + X(J,I) * Y(I,K)
0242      RETURN
0243      35 DO 40 I = 1,N
0244      40 SCPF = SCPF + X(I,J) * Y(K,I)
0245      RETURN
0246      45 DO 50 I = 1,N
0247      50 SCPF = SCPF + X(I,J) * Y(I,K)
0248      55 RETURN
0249      END
0250      SUBROUTINE PRTS(X,N,M,KH,KJ,ND)
0251      DIMENSION X(ND,M)
0252      IF (M.GT.1) GO TO 20
0253      WRITE(6,15)
0254      DO 10 I=1,N,10
0255      J=MINO(I+9,N)
0256      WRITE(6,5)KH,KJ,(K,K=I,J)
0257      5 FORMAT(2X,2A4,10I11)
0258      10 WRITE(6,15)(X(K,1),K=I,J)
0259      15 FORMAT(10X,10F11.4)
0260      RETURN
0261      20 DO 25 K=1,M,10
0262      WRITE(6,15)
0263      L=MINO(K+9,M)
0264      WRITE(6,5)KH,KJ,(J,J=K,L)
0265      DO 25 I=1,N
0266      25 WRITE(6,30)I,(X(I,J),J=K,L)
0267      30 FORMAT(16,4X,10F11.4)
0268      RETURN
0269      END
0270      //GO.SYSIN DD *

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80/80 LIST

PAGE 006

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CARD

0271 DONALD GNEUCH'S FACTOR ANALYSIS OF MINISTER'S SERMON DATA

0272 35 961110001110110

0273 (4X.19F4.0/4X.10F4.0.4X.2F4.0.F4.1.3F4.0)

0274

0275 //

APPENDIX B

SERMON SAMPLES TO ILLUSTRATE
CONTENT ANALYSIS
PROCEDURES

Introduction

Portions of two sermons used in the study are transcribed below. A number between parentheses indicates that the portion of the sermon immediately preceding the number was considered to be a theme which was classified according to the following scale as indicated by the number.

Content Analysis Categories

- (1) Meet psychological needs of the hearer.
- (2) Meet physical needs of the hearer.
- (3) Meet spiritual needs of the hearer.
- (4) Consideration of family, community, or national problems.
- (5) Tell hearer about God and His message.
- (6) Present and explain teachings of the Christian Church.
- (7) Tell hearer of God's love toward man.
- (8) Point out and condemn hearer's sins.
- (9) Point out and condemn evil in the world today.
- (10) Help hearer to practice Christian Stewardship.
- (11) Help hearer to have and keep saving faith.
- (12) Help hearer to be a better person.
- (13) Gain good will of the hearer.

First Sample of Coded Sermon

Jesus staggers and falls (5). The cross is too heavy for his flogged and fatigued body to bear (5). So the Roman troopers force it on Simon of Syrene (5). Let's take a closer look this morning at the man who bore the cross for Jesus (6). His name was Simon (5), and that's interesting. One Simon takes up where another Simon left off (6). One Simon succeeds where another Simon failed (6). Simon of Syrene, who went all the way to Golgotha, took the place of another Simon, the great fisherman, who had run away and was to be found groping (5). That's really the way God works in His church and in the world. You and I fail and fall by the wayside (8). God will raise up another person to take our place and to do our task (7). And I think the point is that not one of us is indispensable (6). Not indispensable, I am sure, in the office and business--not even at home (6). The fact is you and I might be shocked to see just how smoothly everything is running 90 days after our own funeral (6).

And Simon was from Syrene (5). That means he was North African. There's a very good chance that he was also a negro (6). Negroes certainly know how to bear crosses. They have been bearing them for many, many years in our country (4). It's about time that we lift those crosses off of their bruised and bleeding backs (10). We hear a lot today about giving blacks their rights (9). We ought to remember that we don't give them their rights (8). We can merely acknowledge the rights that they already possess by virtue of their humanity and their American citizenship (12).

It's also most revealing about Simon's cross bearing (6). He

didn't carry the cross voluntarily (5). Roman troops forced it on his back (5). So we learn I think also then that cross bearing is not by personal choice (6). It comes to us when God or the world forces us to carry a cross (10).

I suppose we ought to ask ourselves this morning, do we have a cross that we are carrying (10)? I'm not meaning your suffering from ulcers or diabetes, high blood pressure, or heart trouble (2). Maybe you've got a loved one who is chronically or mortally ill (2). Maybe you have business or family problems (4). Perhaps your nerves tie you up into a knot and you live out your life anxiety ridden (1). Perhaps in your family the money is dwindling away as the debts mount up (2). Yes perhaps even in your family there may be an empty chair around the family table (1). As heart rending and as sad as all of these afflictions are, they are not cross bearing (6)

Second Sample of Coded Sermon

You know, they didn't go out--they didn't go out past the sea-- James and John didn't--shake their feet--the dust off their feet after they left the city (5). They didn't go out and pray and say, "Lord, save this city," but they said, "Lord, let us call down fire from heaven and destroy it" (5). Lack of concern (6).

You know that's pretty much the sad nature across America, today (9). The church is too busy in many cases (8)--inner strife, problems (4)--to be concerned about the down to earth needs of God's people (2). You know somebody will come and be destitute and in need (2). I know there's bums that come through the country (9). And ah, ah, Bill and I gave an old boy a dollar back there one night during church service (13). He came and singing was going on and he said he was, needed to go to another town, needed to go to Okmulgee, out of gas, and I give him a dollar and I said this will get you to Okmulgee (13). And ah Billie gave him a dollar (13). And you know he, he started in conning us (9). He needed medicine and he needed this and he needed that. Well you know all of us need something, don't we? (2) But I'm talking about people that are living destitute (4). We go by maybe and say, "God bless you," but--ah--that doesn't fill the hungry stomach, does it? (9) A person don't really have to be destitute--completely destitute--to need a helping, does he? (6) I mean I think of, of a person who is wealthy who would appreciate the help of attention (1). But, we're too busy (8). Too many things to be concerned (8).

APPENDIX C

QUESTIONNAIRE

1. Age _____.
2. Number of years in the ministry _____.
3. Denomination _____.
4. Years of formal education beyond high school _____.
5. Number of parishes served during ministry _____.
6. Number of years you were at this parish _____.
7. Do you consider your theology to be: a. fundamentalist,
b. conservative, c. moderate, d. liberal. Choose one _____.
8. Number of adult members of your congregation _____.
9. Approximate number of people in attendance when this sermon was
preached _____.
10. Community in which church is located _____.

APPENDIX D

STATISTICAL FORMULAS

Formula One

Formula one was the formula used to compute the reliability coefficient between coders.

$$r_{x_1 x_2} = \frac{N\sum X_1 X_2 - (\sum X_1)(\sum X_2)}{\sqrt{[N\sum X_1^2 - (\sum X_1)^2] \cdot [N\sum X_2^2 - (\sum X_2)^2]}}$$

where:

N = number of categories.

x_1 = frequency count of themes assigned to a given category by first coder.

x_2 = frequency count of themes assigned to a given category by second coder.

$r_{x_1 x_2}$ = reliability coefficient between the coding of the first and second coders.

Formula Two

Formula two was used to compute the confidence limits about ρ for testing the null hypothesis that $\rho = 0$. The first step is to compute the confidence limits of Z about ρ . Then, Z is transformed to r .

$$\text{C.L.} = 0 \pm t\sigma_z$$

$$\sigma_z = \frac{1}{\sqrt{(N-3)}}$$

$$Z = \frac{1}{2}[\log_e(1+r) - \log_e(1-r)]$$

where:

ρ = correlation coefficient of the population.

r = correlation coefficient of the sample.

N = size of the sample.

C.L. = confidence limits of Z about ρ .

t = distribution of t at a desired probability with infinite degrees of freedom.

APPENDIX E

CORRELATION MATRIX

TABLE XI
IDENTIFICATION OF VARIABLES IN CORRELATION MATRIX

Variable Number	Variable
1 Card 1:	Meet psychological needs of the hearer.
2 Card 2:	Meet physical needs of the hearer.
3 Card 3:	Meet spiritual needs of the hearer.
4 Card 4:	Consideration of family, community, or national problems.
5 Card 5:	Tell hearer about God and His message.
6 Card 6:	Present and explain teachings of the Christian church.
7 Card 7:	Tell hearer of God's love toward man.
8 Card 8:	Point out and condemn hearer's sins.
9 Card 9:	Point out and condemn evil in the world today.
10 Card 10:	Help hearer to practice Christian stewardship.
11 Card 11:	Help hearer to have and keep saving faith.
12 Card 12:	Help hearer to be a better person.
13 Card 13:	Gain good will of the hearer.
14 Category 1:	Meet psychological needs of the hearer.
15 Category 2:	Meet physical needs of the hearer.
16 Category 3:	Meet spiritual needs of the hearer.
17 Category 4:	Consideration of family, community, or national problems.
18 Category 5:	Tell hearer about God and His message.
19 Category 6:	Present and explain teachings of the Christian church.
20 Category 7:	Tell hearer of God's love toward man.
21 Category 8:	Point out and condemn hearer's sins.
22 Category 9:	Point out and condemn evil in the world today.
23 Category 10:	Help hearer to practice Christian stewardship.
24 Category 11:	Help hearer to have and keep saving faith.
25 Category 12:	Help hearer to be a better person.
26 Category 13:	Gain good will of the hearer.
27 Age of minister.	
28 Years in the ministry.	
29 Years education beyond high school.	
30 Number of parishes served.	
31 Years at present parish.	
32 Theological stance.	
33 Number of members.	
34 Attendance at service.	
35 Size of community.	

The variables were intercorrelated using computer program one in Appendix A to form the correlation matrix. Variables 1 through 13 are the rankings given to the 13 cards of the card sort (Test One). Variables 14 through 26 are the frequency counts obtained in the 13 categories of the content analysis. Variables 27 through 35 contain information obtained with the questionnaire (Appendix C).

R_MATRIX	1	2	3	4	5	6	7	8	9	10
1	1.0000	-0.1931	-0.1176	-0.0986	-0.0211	0.1769	-0.0917	-0.0510	-0.1465	0.0326
2	-0.1931	1.0000	-0.1928	-0.2091	-0.1132	-0.0924	-0.0091	-0.0323	-0.1902	0.0843
3	-0.1176	-0.1928	1.0000	-0.1116	-0.2297	-0.1672	-0.0364	-0.0810	-0.0339	0.0434
4	-0.0986	-0.2091	-0.1116	1.0000	0.0792	-0.0325	-0.0776	-0.0447	-0.0029	-0.3031
5	-0.0211	-0.1132	-0.2297	0.0792	1.0000	0.0651	0.0656	-0.1759	-0.2424	-0.0799
6	0.1769	-0.0924	-0.1672	-0.0325	0.0651	1.0000	-0.2670	-0.3183	0.0256	-0.1394
7	-0.0917	-0.0091	-0.0364	-0.0776	0.0656	-0.2670	1.0000	0.0352	-0.1330	-0.0340
8	-0.0510	-0.0323	-0.0810	-0.0447	-0.1759	-0.3183	0.0352	1.0000	0.0176	0.0330
9	-0.1465	-0.1902	-0.0339	-0.0029	-0.2424	0.0256	-0.1330	0.0176	1.0000	-0.1878
10	0.0326	0.0843	0.0434	-0.3031	-0.0799	-0.1394	-0.0340	0.0330	-0.1878	1.0000
11	-0.0124	0.0145	-0.0876	-0.0351	-0.0699	-0.0057	-0.2798	-0.2393	-0.1109	-0.2017
12	-0.0421	0.0285	-0.0762	-0.1549	-0.0824	-0.0775	-0.1002	-0.1177	-0.0202	-0.1463
13	-0.1662	0.0764	0.0855	0.0146	-0.2674	-0.1229	-0.1291	-0.0659	-0.0595	-0.1683
14	0.0973	0.0649	-0.1110	-0.0335	0.0965	0.1296	-0.0679	0.0258	0.0075	0.1127
15	0.1298	-0.1344	0.0704	0.1235	-0.0437	-0.0403	-0.1234	0.1368	-0.0420	-0.0497
16	0.0820	-0.0878	-0.0043	-0.0376	-0.1572	-0.0687	0.0173	0.2206	0.1663	-0.0600
17	0.1683	-0.0151	-0.0348	0.1470	0.0737	0.0871	-0.0876	-0.0387	-0.0650	0.0119
18	-0.0278	0.0289	0.0857	-0.1715	-0.1087	-0.1275	-0.0321	-0.0952	0.0444	0.1072
19	0.1178	-0.0557	0.0690	-0.1064	-0.0882	-0.0584	0.0239	-0.0909	-0.0755	0.1001
20	-0.0231	-0.1505	-0.0129	0.1399	-0.1709	-0.0253	-0.0540	0.1110	0.1028	-0.0327
21	0.2519	0.0089	-0.0095	-0.1868	-0.0761	0.1748	-0.2380	-0.0968	-0.0099	0.0203
22	0.1633	-0.1299	-0.0463	-0.0765	0.0109	0.0148	-0.0588	-0.1657	-0.1141	0.1261
23	0.1492	-0.1876	0.0305	0.0141	-0.0694	0.0899	-0.1589	-0.1092	0.2127	-0.0496
24	0.0398	-0.1225	0.0650	-0.0597	-0.2375	0.0230	-0.0064	-0.1340	0.2957	-0.0824
25	-0.0170	-0.0838	0.0185	0.0494	0.1984	0.1412	0.1165	-0.0454	-0.0066	-0.0636
26	-0.0932	-0.0770	-0.0817	0.0983	0.0608	0.0058	-0.0347	-0.0225	0.0381	-0.0226
27	-0.2039	0.2036	-0.1038	0.0171	0.1238	-0.0562	0.0799	-0.0200	-0.0424	0.1092
28	-0.2137	0.1155	-0.0202	0.0305	0.0570	-0.0532	0.0175	-0.0580	0.0562	-0.0093
29	0.1871	0.1418	-0.1049	0.0533	0.1927	0.0183	0.0457	-0.0279	-0.0187	-0.0753
30	-0.0123	0.0309	-0.1863	0.0581	0.1454	0.0225	0.0703	0.0090	0.0679	-0.0399
31	-0.1550	0.1733	-0.0393	0.0906	0.0804	-0.0485	0.0497	0.0051	-0.0329	-0.1104
32	0.1057	0.1139	-0.0899	0.0630	0.1294	0.1011	-0.0055	0.1098	-0.0991	-0.0373
33	0.0255	0.0333	-0.0388	-0.0227	-0.0696	0.0655	-0.0475	0.1334	0.1026	-0.0582
34	0.0166	-0.0191	0.0191	-0.0301	-0.1935	0.0210	0.0085	0.1083	0.1522	-0.0799
35	-0.0373	-0.0608	0.0372	-0.0772	0.0901	-0.0200	0.2306	-0.1832	0.0521	0.3052

R_MATRIX	11	12	13	14	15	16	17	18	19	20
1	-0.0124	-0.0421	-0.1662	0.0973	0.1298	0.0820	0.1683	-0.0278	0.1178	-0.0231
2	0.0145	0.0285	0.0764	0.0649	-0.1344	-0.0878	-0.0151	0.0289	-0.0557	-0.1505
3	-0.0876	-0.0762	0.0855	-0.1110	0.0704	-0.0043	-0.0348	0.0857	0.0690	-0.0129
4	-0.0351	-0.1549	0.0146	-0.0335	0.1235	-0.0376	0.1470	-0.1715	-0.1064	0.1399
5	-0.0699	-0.0824	-0.2674	0.0965	-0.0437	-0.1572	0.0737	-0.1087	-0.0882	-0.1709
6	-0.0057	-0.0775	-0.1229	0.1296	-0.0403	-0.0687	0.0871	-0.1275	-0.0584	-0.0253
7	-0.2798	-0.1002	-0.1291	-0.0679	0.1234	0.0173	-0.0876	-0.0321	0.0239	-0.0540
8	-0.2393	-0.1177	-0.0659	0.0258	0.1368	0.2206	-0.0387	-0.0952	-0.0909	0.1110
9	-0.1109	-0.0202	-0.0595	0.0075	-0.0420	0.1663	-0.0650	0.0444	-0.0755	0.1028
10	-0.2017	-0.1463	-0.1683	0.1127	-0.0497	-0.0600	0.0119	0.1072	0.1001	-0.0327
11	1.0000	0.0093	-0.0141	-0.1555	-0.0166	0.0447	-0.1345	0.0439	0.0356	0.0570
12	0.0093	1.0000	-0.1991	-0.0569	-0.1066	-0.0443	0.1324	0.1083	0.0800	0.0156
13	-0.0141	-0.1991	1.0000	-0.0755	-0.1241	-0.0695	-0.1664	0.1272	0.0634	0.0114
14	-0.1555	-0.0569	-0.0755	1.0000	0.2236	0.0648	0.3914	-0.1749	-0.1405	0.1827
15	-0.0166	-0.1066	-0.1241	0.2236	1.0000	0.2835	0.1357	-0.0413	0.0660	0.0985
16	0.0447	-0.0443	-0.0695	0.0648	0.2835	1.0000	-0.0707	0.0016	0.1493	0.1895
17	-0.1345	0.1324	-0.1664	0.3914	0.1357	-0.0707	1.0000	-0.2461	-0.0172	-0.0310
18	0.0439	0.1083	0.1272	-0.1749	-0.0413	0.0016	-0.2461	1.0000	0.0959	0.1241
19	0.0356	0.0800	0.0634	-0.1405	0.0660	0.1493	-0.0172	0.0959	1.0000	-0.0424
20	0.0570	0.0156	0.0114	0.1827	0.0985	0.1895	-0.0310	0.1241	-0.0424	1.0000
21	0.1693	0.0828	-0.0198	0.1028	0.0589	0.1151	-0.0283	0.0169	-0.0128	0.0938
22	0.0639	0.0916	0.1187	-0.0082	0.0446	0.0929	0.0957	0.2028	0.0913	-0.0228
23	0.0583	0.1839	-0.1468	0.0006	0.1626	0.0833	0.2571	-0.1409	0.2268	0.1013
24	0.1629	0.0479	-0.0059	-0.0197	0.0455	0.0831	0.0261	-0.0193	0.2688	0.2442
25	-0.1289	-0.0175	-0.1773	0.2927	0.1256	0.0400	0.3729	-0.1476	-0.0874	-0.0375
26	0.0576	-0.0760	0.0906	0.1764	0.0625	0.1573	-0.0482	-0.0289	0.1110	-0.0011
27	-0.0443	-0.0518	-0.0458	0.1061	-0.0409	-0.0996	0.0231	-0.0990	0.0293	0.1676
28	0.0477	0.0067	-0.0199	0.1036	-0.0110	-0.0493	0.0320	0.0412	0.1068	0.2297
29	0.0294	-0.1647	-0.1831	0.0905	-0.0769	0.0356	0.1385	-0.3072	0.0600	-0.1590
30	-0.0664	-0.0529	-0.0550	0.2020	0.0519	-0.0036	0.1235	-0.2804	-0.0784	0.0917
31	0.0039	-0.1123	0.0974	-0.0352	-0.0684	-0.0572	-0.0142	0.1667	-0.0063	0.1473
32	-0.0944	-0.1342	-0.0945	0.0948	-0.0274	-0.0459	0.1498	-0.3715	-0.2060	-0.1757
33	-0.1034	-0.0251	0.0279	0.1069	-0.0287	0.0608	0.1626	-0.0776	0.1027	0.0667
34	-0.0468	-0.0569	0.1098	0.0208	0.0227	0.1323	0.1642	-0.0036	0.1548	0.1507
35	-0.0599	-0.0374	-0.3017	-0.2032	-0.1663	-0.1115	-0.0442	0.0959	0.0882	-0.1415

R_MATRIX	21	22	23	24	25	26	27	28	29	30
1	0.2519	0.1633	0.1492	0.0398	-0.0170	-0.0932	-0.2039	-0.2137	0.1871	-0.0123
2	0.0089	-0.1299	-0.1876	-0.1225	-0.0838	-0.0770	0.2036	0.1155	0.1418	0.0309
3	-0.0095	-0.0463	0.0305	0.0650	0.0185	-0.0817	-0.1038	-0.0202	-0.1049	-0.1863
4	-0.1868	-0.0765	0.0141	-0.0597	0.0494	0.0983	0.0171	0.0305	0.0533	0.0581
5	-0.0761	0.0109	-0.0694	-0.2375	0.1984	0.0608	0.1238	0.0570	0.1927	0.1454
6	0.1748	0.0148	0.0899	0.0230	0.1412	0.0058	-0.0562	-0.0532	0.0183	0.0225
7	-0.2380	-0.0588	-0.1589	-0.0064	0.1165	-0.0347	0.0799	0.0175	0.0457	0.0703
8	-0.0968	-0.1657	-0.1092	-0.1340	-0.0454	-0.0225	-0.0200	-0.0580	-0.0279	0.0090
9	-0.0099	-0.1141	0.2127	0.2957	-0.0066	0.0381	-0.0424	0.0562	-0.0187	0.0679
10	0.0203	0.1261	-0.0496	-0.0824	-0.0636	-0.0226	0.1092	-0.0093	-0.0753	-0.0399
11	0.1693	0.0639	0.0583	0.1629	-0.1289	0.0576	-0.0443	0.0477	0.0294	-0.0664
12	0.0828	0.0916	0.1839	0.0479	-0.0175	-0.0760	-0.0518	0.0067	-0.1647	-0.0529
13	-0.0198	0.1187	-0.1468	-0.0059	-0.1773	0.0906	-0.0458	-0.0199	-0.1831	-0.0550
14	0.1028	-0.0082	0.0006	-0.0197	0.2927	0.1764	0.1061	0.1036	0.0905	0.2020
15	0.0589	0.0446	0.1626	0.0455	0.1256	0.0625	-0.0409	-0.0110	-0.0769	0.0519
16	0.1151	0.0929	0.0833	0.0831	0.0400	0.1573	-0.0996	-0.0493	0.0356	-0.0036
17	-0.0283	0.0957	0.2571	0.0261	0.3729	-0.0482	0.0231	0.0320	0.1385	0.1235
18	0.0169	0.2028	-0.1409	-0.0193	-0.1476	-0.0289	-0.0990	0.0412	-0.3072	-0.2804
19	-0.0128	0.0913	0.2268	0.2688	-0.0874	0.1110	0.0293	0.1068	0.0600	-0.0784
20	0.0938	-0.0228	0.1013	0.2442	-0.0375	-0.0011	0.1676	0.2297	-0.1590	0.0917
21	1.0000	0.3171	0.3663	0.2978	-0.1071	0.2447	-0.1161	-0.0540	0.0933	-0.0399
22	0.3171	1.0000	0.0120	0.1217	-0.0181	0.1583	-0.1491	-0.0468	-0.0965	-0.0546
23	0.3663	0.0120	1.0000	0.3925	0.0377	0.0881	0.0102	0.0488	0.0188	0.1362
24	0.2978	0.1217	0.3925	1.0000	0.0299	-0.0428	-0.0235	0.0433	0.0710	0.0671
25	-0.1071	-0.0181	0.0377	0.0299	1.0000	-0.0166	0.0255	0.0267	0.0757	0.0621
26	0.2447	0.1583	0.0881	-0.0428	-0.0166	1.0000	0.1697	0.2079	-0.1158	0.0492
27	-0.1161	-0.1491	0.0102	-0.0235	0.0255	0.1697	1.0000	0.8812	-0.0320	0.3507
28	-0.0540	-0.0468	0.0488	0.0433	0.0267	0.2079	0.8812	1.0000	-0.1131	0.3274
29	0.0933	-0.0965	0.0188	0.0710	0.0757	-0.1158	-0.0320	-0.1131	1.0000	0.0179
30	-0.0399	-0.0546	0.1362	0.0671	0.0621	0.0492	0.3507	0.3274	0.0179	1.0000
31	-0.1427	-0.1047	-0.1481	-0.0536	0.0807	-0.0551	0.4518	0.4698	0.0447	-0.1653
32	-0.0811	-0.2615	-0.1720	-0.2606	0.2189	-0.0755	0.1743	0.0640	0.3030	0.1777
33	0.0681	0.0293	0.1644	0.0982	0.0301	0.1119	0.0977	0.1802	-0.0329	0.0576
34	0.1224	0.0265	0.1867	0.1916	-0.0172	0.1216	0.0448	0.1162	-0.1449	-0.0324
35	-0.1076	-0.0661	-0.0494	0.0033	0.1573	-0.0689	0.0566	-0.0138	0.0792	-0.0722

R_MATRIX	31	32	33	34	35
1	-0.1550	0.1057	0.0255	0.0166	-0.0373
2	0.1733	0.1139	0.0333	-0.0191	-0.0608
3	-0.0393	-0.0899	-0.0388	0.0191	0.0372
4	0.0906	0.0630	-0.0227	-0.0301	-0.0772
5	0.0804	0.1294	-0.0696	-0.1935	0.0901
6	-0.0485	0.1011	0.0655	0.0210	-0.0200
7	0.0497	-0.0055	-0.0475	0.0085	0.2306
8	0.0051	0.1098	0.1334	0.1083	-0.1832
9	-0.0329	-0.0991	0.1026	0.1522	0.0521
10	-0.1104	-0.0373	-0.0582	-0.0799	0.3052
11	0.0039	-0.0944	-0.1034	-0.0468	-0.0599
12	-0.1123	-0.1342	-0.0251	-0.0569	-0.0374
13	0.0974	-0.0945	0.0279	0.1098	-0.3017
14	-0.0352	0.0948	0.1069	0.0208	-0.2032
15	-0.0684	-0.0274	-0.0287	0.0227	-0.1663
16	-0.0572	-0.0459	0.0608	0.1323	-0.1115
17	-0.0142	0.1498	0.1626	0.1642	-0.0442
18	0.1667	-0.3715	-0.0776	-0.0036	0.0959
19	-0.0063	-0.2060	0.1027	0.1548	0.0882
20	0.1473	-0.1757	0.0667	0.1507	-0.1415
21	-0.1427	-0.0811	0.0681	0.1224	-0.1076
22	-0.1047	-0.2615	0.0293	0.0265	-0.0661
23	-0.1481	-0.1720	0.1644	0.1867	-0.0494
24	-0.0536	-0.2606	0.0982	0.1916	0.0033
25	0.0807	0.2189	0.0301	-0.0172	0.1573
26	-0.0551	-0.0755	0.1119	0.1216	-0.0689
27	0.4518	0.1743	0.0977	0.0448	0.0566
28	0.4698	0.0640	0.1802	0.1162	-0.0138
29	0.0447	0.3030	-0.0329	-0.1449	0.0792
30	-0.1653	0.1777	0.0576	-0.0324	-0.0722
31	1.0000	-0.0587	0.1160	0.1384	-0.1574
32	-0.0587	1.0000	0.0787	-0.0668	0.0820
33	0.1160	0.0787	1.0000	0.8680	-0.2989
34	0.1384	-0.0668	0.8680	1.0000	-0.2796
35	-0.1574	0.0820	-0.2989	-0.2796	1.0000

VITA

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Candidate for the Degree of

Doctor of Philosophy

Thesis: GOALS OF THE LOCAL RELIGIOUS ORGANIZATION

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Biographical:

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