

A SURVEY OF BOOKKEEPERS AND BOOKKEEPING SYSTEMS
IN SELECTED RETAIL MERCHANDISE STORES
IN THE CITY OF STILLWATER

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IN THE CITY OF STILLWATER

By

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DEDICATION

This study is dedicated to my wife and children, whose encouragement and forbearance have made this work possible.

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CHAPTER I

INTRODUCTION

Need for the Study

Bookkeeping as it is taught today is different from bookkeeping as it is actually practiced. In this regard M. E. Studebaker makes the following pertinent statement: "There is no skill subject in our secondary schools in which the learning procedure differs so much from actual practice as it does in bookkeeping."¹ It is believed that this condition has resulted, on the one hand, from the increased demand for the additional information which is required by the government, and, on the other hand, from the proprietor's desire for a more "streamlined" set of records. "All businesses, large or small, attempt to set up their records so that they may record the information they need in the simplest possible manner."² Many of the books of entry which are taught in school are discarded by the businessman for the sake of simplicity in actual practice.

The importance of the role played by the bookkeeper and of the bookkeeping system as a vital part of business is more apparent today than ever before. This fact, in addition to the fact that bookkeeping as it is taught today is different from bookkeeping as it is actually practiced, is a justifiable cause for alarm to both businessmen and to business teachers.

Much has been written about the need for cooperation between the businessman and the business educator if the student is to get the proper training. One businessman has this to say:

¹ M. E. Studebaker, "Making Bookkeeping Teaching Methods Worthwhile," UBFA Forum, February 1948, p. 17.

² F. Blair Mayne, "Bookkeeping in the Small High School," UBFA Forum, December 1947, p. 32.

The operation of the schools is undoubtedly the largest and most important business in the world. Today's pupils are tomorrow's leaders of industry, education, and science. They are also tomorrow's failures. The training received in school is a powerful factor in determining into which category they will fall. Educators and business men must realize that mistakes made in training can not be easily erased. After a pupil has completed his training. It is, therefore, of the utmost importance that a close relationship be established between the schools and industry.³

To achieve this goal, local conditions must be surveyed and the businessmen of the community must be called upon for both facts and opinions.

Harold F. Cottingham says, "The need for current local information in relation to bookkeeping is important since the employment opportunities and working conditions have changed in recent years."⁴

An occupational survey⁵ was made in Stillwater in 1941 and, except for its brief treatment of bookkeeping as a minor part of all the occupations surveyed, there has never been a survey of the bookkeepers nor of the bookkeeping systems of Stillwater.

In a recent address, which was later published, P. O. Selby made the following statements illustrating the need for a survey of the bookkeeper and of the bookkeeping systems.

I have heard of no recent community surveys to reveal the type of bookkeeping being practiced. A decade ago a number of surveys showed that small businesses were still using more single entry

³ Harold M. Benson, "Responsibility of the Businessman," The Changing Business Education Curriculum, The American Business Education Yearbook, Vol. IV, 1947, p. 115.

⁴ Harold F. Cottingham, "Occupational Information for Those Interested in Bookkeeping," UBEA Forum, March 1948, p. 47.

⁵ Kleimen L. Holcomb, "A Business Occupational Survey of Stillwater, Oklahoma." Unpublished Master's Thesis, Oklahoma Agricultural and Mechanical College, 1941.

Esby C. McGill, "A Business Occupational Survey of Stillwater, Oklahoma." Unpublished Master's Thesis, Oklahoma Agricultural and Mechanical College, 1941.

Jo Morgan, "Business Occupational Survey of Stillwater, Oklahoma." Unpublished Master's Thesis, Oklahoma Agricultural and Mechanical College, 1941.

than double entry bookkeeping. This may not be true today. The bookkeeping services which have sprung up on all sides have very generally adopted the journal-ledger plan, which is double entry to the extent that a trial balance can be prepared as a basis for financial statements.⁶

With reference to the type of procedure to be employed, Selby says:

He (the teacher) can keep in step (with current practice) by: (1) talking to business men and their bookkeepers about their bookkeeping systems and bookkeeping problems.⁷

By making a survey of bookkeepers and bookkeeping systems it is hoped that this study will bring to light information which may be used as a guide in a more realistic treatment of the teaching of bookkeeping.

It is hoped that the study will help to develop a better understanding of the function of the bookkeeper as a vital part of industry. It is believed that the results of the study will provide a possible means of evaluating the curriculum of Option II students who are now enrolled in the School of Intensive Business of Oklahoma Agricultural and Mechanical College, and that they will be useful in evaluating the bookkeeping course offered in the local high school.

Purpose

The purpose of this study is to obtain information concerning the bookkeeper and his duties, and concerning the bookkeeping systems of small retail businesses. Specifically, this study endeavors to answer the following questions:

1. What is the prevalent age and sex of bookkeepers?
2. What are the salary ranges?

⁶ P. O. Selby, "Experience is the Best Bookkeeping Teacher," Review of Business Education, Vol. 46, Number 1. (January 1949), p. 18.

⁷ Ibid., p. 19.

3. How does the formal bookkeeping training received in school compare with the bookkeeping training required for employment?
4. What are the non-bookkeeping duties of the bookkeeper?
5. Is bookkeeping most frequently a primary or a secondary duty?
6. What job titles occur most frequently in combination with bookkeeping?
7. Is experience required of one seeking employment as a bookkeeper?
8. Is a knowledge of bookkeeping of any direct value in obtaining employment?
9. What books of entry are most commonly used in retail merchandise stores?
10. To what extent is the complete bookkeeping cycle handled by the bookkeeper? What part is handled by a public accountant?
11. How extensively is machine-bookkeeping being used?

Scope and Limitations

The study includes eighty-eight retail merchandise stores which are located in the area bounded on the north by Fifth Avenue, on the east by Lowry Street, on the south by Twelfth Avenue, and on the west by Duncan Street in the city of Stillwater. This area includes a representative portion of the retail merchandise stores of the city of Stillwater and, it is believed, provides an adequate basis for the study.

The eighty-eight retail merchandise stores surveyed include all of the stores of this type in the given area except cafes, service stations, and beer parlors. These three types of retail stores are excluded on the grounds that they are primarily service enterprises and not comparable for the purpose of this study.

The number and types of retail merchandise stores included in the study are as follows:

<u>Type of Retail Merchandise Store</u>	<u>Number Responding</u>	<u>Number Not Responding</u>
Automobile Agency	8	
Automobile Supply	4	
Creameries	2	
Department Store	3	
Drug Store	5	
Electric Appliance	6	
Farm Implement	2	
Feed Store	1	
Furniture Store	9	
Gift Store	1	
Glass, Plate	1	
Grocery, Retail	8	
Hardware	2	
Jewelry Store	1	2
Ladies' Ready-to-Wear	4	
Lumber	6	
Men's Furnishings	4	
Model Construction Supply	1	
Music Store	1	
Office Supply	5	1
Paint and Wall Paper	1	
Photographic Equipment and Supply	1	1
Sewing Machine Agency	2	
Shoe Store	2	
Sporting Goods	1	
Variety Store	2	
Washing Machine Agency	1	
	—	—
Total	84	4

The study is further limited to include those persons who are now gainfully employed in these retail merchandise stores as recordkeepers, bookkeepers, and accountants. No attempt will be made to segregate the data on the basis of these separate titles, nor in any way to differentiate between recordkeepers, bookkeepers, and accountants. The wide difference in these titles is recognized, but it is believed that the significance of the study lies in the facts relative to the individual and not in the classification of occupational titles.

For the purpose of this study the person who is responsible for keeping the books will be termed a "bookkeeper," regardless of his other duties.

job title, or payroll classification, except in the case of a manager or owner. It is believed that in those instances in which the manager or owner of the business keeps the books, his answers to certain questions would distort the findings of the survey, and these questions were omitted when an owner or manager was the person interviewed.

Definitions

The following definitions are accepted for this study and are listed below for clarity. It should be understood, however, that the definitions of bookkeeper, record keeper, and accountant are included for the sake of making a more definite distinction between these types of occupational titles, and not for use in classifying the data presented in this study.

Retail merchandise stores--"those marketing institutions engaged primarily in selling consumers' goods to ultimate consumers."⁸

The bookkeeper "keeps a complete and systematic set of records of all business transactions of an establishment, examining and recording the transactions in proper record books and on special forms; balances books and compiles reports at regular intervals to show the receipts, expenditures, accounts payable, accounts receivable, profit and loss, and many other operations of a business; calculates wages of employees from plant records or time cards, and makes up checks or draws cash from the bank for payment of wages. May prepare, type, and mail monthly statements to customers."⁹

The record-keeper "keeps a record of and works with only one phase or

⁸ Charles F. Phillips and Delbert J. Duncan, Marketing, Principles and Methods, p. 141.

⁹ Dictionary of Occupational Titles, Part I, p. 85.

section of a complete set of records pertaining to business transactions, such as the accounts payable section."¹⁰

The accountant "devises or executes previously devised accounting systems to meet the needs of a particular concern; prepares financial statements, audits books, and does other accounting work as business requires; assumes responsibility for accuracy of the books after the audit."¹¹

Bookkeeping system--"A bookkeeping system comprehends not only the ledger accounts, books of original entry, and underlying forms and papers, but also the routines and procedures by which all of the records are knit together and utilized."¹²

Option II is the title given to a division of the curriculum of the School of Intensive Business; it is a "short but intensive course of training for bookkeeping, clerical, and general office jobs."¹³

Methods and Procedure

It was decided that the normative-survey method of research is best suited for this type of study, and that better returns would be obtained through the use of the personal interview method. Good, Barr, and Scates say of the interview:

By means of the interview it is possible to secure many data that cannot be obtained through the less personal procedures of distributing a reply blank....Perhaps no research technique is as close to the teacher's vital problems as the interview. Not only

¹⁰ Ibid., p. 85.

¹¹ Ibid., p. 2.

¹² Accountants Handbook, W. A. Patton, Editor, p. 1187.

¹³ Oklahoma Agricultural and Mechanical College Bulletin, 1947-1948, p. 135.

is it important for research, but it can be used directly by the teacher in connection with her everyday class-room problems.¹⁴

An outline of the study and a tentative interview schedule were presented to a seminar of graduate students in business education for criticism and suggestions. The schedule was revised in the light of these criticisms and suggestions, and was submitted to the chairman of the thesis committee for approval. A tryout, using ten business establishments, was made in an attempt to discover any weaknesses, or needed corrections or additions, and to see if the data collected were adequate. A copy of the interview schedule is included in the Appendix.

In making the interview, the interviewer entered the place of business, asked to speak with the manager, and, after introducing himself, explained as much of the purpose of the study as was believed necessary. Two questions, which were not included in the schedule, were asked of the manager, and the answers were recorded on the back of the schedule. These questions were:

1. Do you require the person whom you employ as a bookkeeper to have experience in keeping books? Yes ___ No ___
2. If you were hiring a bookkeeper at the present time, would you require him to have:
 - a. One year or more of bookkeeping in high school.
 - b. College training in accounting.
 - c. Business College training in bookkeeping or accounting.
 - d. Other (Correspondence, etc.)
 - e. None

These questions were asked of the manager to provide a check on the answers to similar questions asked of the bookkeeper and to permit comparison of the formal training received in school and the training required for employment.

¹⁴ Carter V. Good, A. S. Barr, and Douglas E. Scates, The Methodology of Educational Research, pp. 378-379.

After the first twenty-five interviews had been completed, a group of students in the School of Intensive Business, who had received training in bookkeeping, were selected to help make the survey. Harold F. Cottingham has this to say of such a procedure:

If data from an occupational survey are not available, business department pupils, including those interested in bookkeeping as a vocation, can participate in such a study with a great deal of personal value.¹⁵

The students encountered no great difficulty in securing the answers to any of the questions asked.

The merchants of Stillwater were very cooperative and considerate in giving their time, and they offered many excellent suggestions as to what they felt the bookkeeping course should contain. There were only four who refused to permit their bookkeepers to be interviewed or who did not give the answers themselves.

After the interviews were completed, the data were tabulated and analyzed, and tables were prepared. These data are summarized and interpreted in Chapter II, "The Bookkeeper," and Chapter III, "Bookkeeping Systems of the Retail Merchandise Store."

¹⁵ Harold F. Cottingham, "Occupational Information for Those Interested in Bookkeeping," UBEA Forum, March 1948, p. 16.

CHAPTER II

THE BOOKKEEPER

Chapter II summarizes the data relative to the bookkeeper gathered by the writer in interviews with the bookkeepers and managers of the retail merchandise stores of a selected area in Stillwater. These data are shown in Tables I to XVI, inclusive.

As was mentioned in Chapter I, in those cases in which the manager was the person responsible for keeping the books, certain questions were omitted. It is not intended that a separation of the data pertaining to the bookkeeper and the manager, acting in his capacity as bookkeeper, will be effected other than in Chapter II. The reason that a distinction is made here is that it is believed the answers to certain questions from which the data are tabulated are not applicable if the manager acts as bookkeeper.

Summary of Retail Merchandise Stores Surveyed

Eighty-eight retail merchandise stores were included in the study. Table I summarizes the data and it is noted that 67, or 76.14 per cent, of the stores maintained their own records; in 15, or 17.05 per cent, the records were maintained outside of the business; 2, or 2.27 per cent, did not maintain records; and 4, or 4.54 per cent, did not respond. It was determined, however, that the 4 business establishments which did not respond did maintain records. One of the firms hired a full-time bookkeeper and in the other three the managers kept the books. Interview schedules were not completed in these four cases.

Omitting the 2 stores that kept no records and the 4 stores that did not furnish information, Table II shows the eighty-two firms classified as to the personnel who maintained the records. Forty-five, or 54.88 per

TABLE I
RETAIL MERCHANDISE STORES
CLASSIFIED ACCORDING TO WHERE RECORDS ARE MAINTAINED

	Number of Stores	Per Cent
Records maintained within the business	67	76.14
Records maintained outside the business	15	17.05
No records maintained	2	2.27
No response	4	4.54
	88	100.00

This table is read as follows: Sixty-seven, or 76.14 per cent, of the retail merchandise stores surveyed maintained their own records.

TABLE II
RETAIL MERCHANDISE STORES
CLASSIFIED ACCORDING TO THE PERSONNEL MAINTAINING THE RECORDS

Records maintained by:	Number of Stores		Per cent
Employee (Bookkeeper)	45		54.88
(Full-time)	40	48.78)	
(Part-time)	5	6.10)	
Manager	22		26.83
Public Accountant	12		14.63
Home Office	3		3.66
	82		100.00

This table is read as follows: Of the firms surveyed, 45, or 54.88 per cent, hired a bookkeeper. In 40, or 48.78 per cent, of these firms the bookkeepers are full-time employees; and in 5, or 6.10 per cent, they were part-time employees.

cent, employed a bookkeeper--40, or 48.78 per cent, were full-time bookkeepers and 5, or 6.1 per cent, were part-time bookkeepers; 22, or 26.83 per cent, did not hire a bookkeeper but the books were kept by the manager; 12, or 14.63 per cent, paid for the services of a public accountant; and 3, or 3.66 per cent, sent reports to the home office where the records were maintained.

The significance of Tables I and II is that a major portion of the retail merchandise stores do maintain records and of this portion slightly over 80 per cent keep their own books.

Interview schedules were not completed in the 15 firms in which the records were maintained in other places.

Age and Sex of the Bookkeeper

Table III shows the present age and the sex of the bookkeepers now employed in the retail merchandise stores of Stillwater. There are no bookkeepers who are seventeen years of age or younger. The table shows that there are 20 female and 6 male bookkeepers who are over 25; 1 female and no males who are 25; 4 females and no males who are 24; 2 females and 2 males who are 23; 7 females and no males who are 22; 1 female and no males who are 21; and no females and no males who are 20; 1 female and no males who are 19; and 1 female and no males who are 18. The prevalent age is, therefore, over 25.

These data are particularly significant when it is noted that only 2 of the 45 bookkeepers are under 21 years of age. Apparently these jobs are seldom filled by people of the age of high school graduates.

Table III also shows that 37, or 82.22 per cent, of the bookkeepers are females and 8, or 17.78 per cent, are males. No attempt was made to determine the sex preference of the manager for bookkeeping positions;

TABLE III
AGE AND SEX OF THE BOOKKEEPER

Age	Male	Female	Total
16	-	-	0
17	-	-	0
18	-	1	1
19	-	1	1
20	-	-	0
21	-	1	1
22	-	7	7
23	2	2	4
24	-	4	4
25	-	1	1
Over 25	6	20	26
	8	37	45

This table is read as follows: 1 female book-keeper was 18 years of age.

however, it appears that there is a preference for female bookkeepers to fill the bookkeeping positions in the stores of this area.

The age when employed in the first full-time job, not necessarily bookkeeping, is shown in Table IV. It is significant to note that there are 10 females and 2 males who were employed in their first full-time job at the ages of 16 and 17. A further analysis of Table IV reveals that there are 10 females and 2 males who were employed in their first full-time job at the age of 18; 4 females and no males, at the age of 19; 4 females and 2 males, at the age of 20; 2 females and no males, at the age of 22; no females and 1 male, at the age of 23; 3 females and no males, at the age of 24; no females or males, at the age of 25; and 3 females, at ages over 25. It should also be noted that one of the males had not been employed in a full-time job.

As shown in Table V, a cumulative total of 24 persons held full-time positions in which some bookkeeping was involved. It is significant that these people, over half of the number of bookkeepers included in the study, were called upon to perform bookkeeping duties in their initial full-time job. Of the remaining 20, 7 were sales clerks; 3 were school teachers; 2 were secretary-typists; 2 were typists; 2 were ordinary laborers; 1 was the owner of a business; 1 was an assistant chemist; 1 did general store work; and 1 was a stockman for a tobacco company.

The data in Table VI reveal the age at which the individual was employed in his first full-time job as a bookkeeper. There are 10 females and 3 males who were over 25; 2 females and no males who were 24; 1 female and 1 male who were 22; 4 females and no males who were 21; 6 females and 1 male who were 20; 2 females and no males who were 19; 7 females and 1 male who were 18; and 5 females and no males who were 17 years of age at the time of initial employment as bookkeeper.

TABLE IV

AGE OF BOOKKEEPER WHEN EMPLOYED IN FIRST FULL-TIME JOB

Age	Male	Female	Total
16	-	3	3
17	2	7	9
18	2	10	12
19	-	4	4
20	2	4	6
21	0	2	2
22	-	1	1
23	1	-	1
24	-	3	3
25	-	-	0
Over 25	-	3	3
	<hr/>	<hr/>	<hr/>
	7	37	44*

*One of the male bookkeepers had not had full-time employment.

This table is read as follows: Three females and no males were employed in their first full-time job at the age of 16.

TABLE V

NATURE OF WORK IN FIRST FULL TIME JOB HELD BY PERSONS WHO ARE NOW
EMPLOYED AS BOOKKEEPER

Position	Male	Female	Number
Bookkeeper	2	16	18
Bookkeeper-Sales Clerk	-	2	2
Bookkeeper-Typist	-	2	2
Bookkeeper-Cashier	-	1	1
Dental Assistant-Bookkeeper	-	1	1
Sales Clerk	1	6	7
Teacher	-	3	3
Secretary-Typist	-	2	2
Typist	-	2	2
Laborer	2	-	2
Owner of Business	1	-	1
Assistant Chemist	-	1	1
General Store Work	-	1	1
Stockman for Tobacco Company	1	-	1
	7	37	44*

*One male employee had not been employed in a full-time job.

This table is read as follows: Eighteen of the employees were employed as bookkeepers in their first full-time job.

Although the place and date of initial employment as a bookkeeper was not determined in this study, the data in Table VI indicate that the minimum age for these bookkeepers has been 17 for females and 18 for males.

Only 2 male bookkeepers under 25 years of age are included in the study, and neither of these has held a full-time job involving bookkeeping.

Of the 17 female bookkeepers whose present age is 25 or younger, it was found that there are 10 who were employed as a bookkeeper at the age of 18 or younger. The average initial age of employment as bookkeepers for these 10 is 17.6 years.

It will be shown in a study of the tenure of the bookkeepers included in the study that nearly half of them have obtained their present job as bookkeepers within the last year. In Table III it has already been shown that only 2 of the 45 bookkeepers are below the age of 21 years. When these data are considered together, they indicate that the retail merchandise stores included in this study have not, within the preceding year, usually hired people of the age of high school graduates to fill bookkeeping vacancies. Howard E. Wheland says of the employable age of bookkeepers:

The average age for bookkeepers is twenty-four. Because of restrictions imposed by many businesses, graduates from high school at seventeen or eighteen may not find employment until they are nineteen or twenty years old.¹

Tenure of the Bookkeeper

Table VII shows the length of time that the bookkeeper has spent in his present job. The data reveal that 3 males and 9 females have held

¹ Howard E. Wheland, "Planning the Bookkeeping Curriculum," The Business Education World, October 1940, p. 106.

TABLE VI

AGE WHEN EMPLOYED IN FIRST FULL-TIME JOB AS BOOKKEEPER

Age	Male	Female	Total
16	-	-	0
17	-	5	5
18	1	7	8
19	-	2	2
20	1	6	7
21	-	4	4
22	1	1	2
23	-	-	0
24	-	2	2
25	-	-	0
Over 25	3	10	13
	<hr/> 6	<hr/> 37	<hr/> 43*

*Two males had not been employed as a full-time bookkeeper.

This table is read as follows: There were no males or females who had been employed as bookkeeper in their first full-time job.

TABLE VII
MONTHS IN PRESENT JOB AS BOOKKEEPER

Employed:	Male	Female	Total Number of Employees
Less than six months	3	9	12
Six months to one year	3	6	9
One year to two years	1	8	9
Two years to three years	-	3	3
Over three years	1	11	12
	8	37	45

This table is read as follows: 3 males and 9 females have been employed in their present job as bookkeeper for less than six months.

their jobs less than six months; 3 males and 6 females have held their jobs from six months to one year; 1 male and 8 females have held their jobs from one year to two years; 3 females have held their jobs from two years to three years; and 1 male and 11 females have held their present position over three years. It is of interest to note that of those who have held their jobs over three years, two have been in the same job for a period of nineteen years.

The fact that 21 of the 45 bookkeepers had been employed less than one year might be interpreted as an indication of a relatively high rate of turnover among the bookkeepers in this area. It may also be seen that this number represents 15 of the 37 female bookkeepers and six of the eight male bookkeepers. This would also seem to indicate that the turnover is greater among male bookkeepers than it is among female bookkeepers.

Salary Ranges of the Bookkeeper

Table VIII shows the annual salary ranges of the bookkeepers. Generally speaking, this is a touchy subject with most employees so a three hundred dollar spread was placed between each salary range. All of the persons interviewed but three readily gave the desired information.

An examination of Table VIII shows that 2 female bookkeepers made an annual salary of \$1200 or less; 6 females made from \$1201-1500; 7 females earned from \$1501-1800; 7 females earned from \$1801-2100; 7 females earned from \$2101-2400; 2 males earned from \$2401-2700; 1 male and 3 females earned from \$2701-3000; and 2 males and 2 females earned over \$3000.

It is significant to note that the mean salary range for female bookkeepers is approximately \$1800 per year, while the mean salary for males is almost \$2900. If it may be assumed from these data that women may be hired at a lower salary than men, this may explain why there are not more

TABLE VIII
SALARY RANGES OF BOOKKEEPERS WHO WERE FULL-TIME EMPLOYEES

Annual Salary Range	Male	Female	Total
\$0000-1200	-	2	2
1201-1500	-	6	6
1501-1800	-	7	7
1801-2100	-	7	7
2101-2400	-	5	5
2401-2700	2	-	2
2701-3000	1	3	4
3000-over	2	2	4
	5	32	37*

*Three males and two females were part-time employees and were omitted. Three females did not state their salary.

This table is read as follows: Two female bookkeepers had an annual salary of \$1200 or less.

men in the bookkeeping jobs of this area. It is believed that the number of businesses willing to pay salaries high enough to attract male bookkeepers are comparatively few, and the result is that the male bookkeeper looks for a better paying and more permanent position.

Formal Bookkeeping Training of the Bookkeeper

Table IX shows the institutions in which the bookkeeper received his formal bookkeeping training. A classification by sex is also shown.

No males and 11 females received their bookkeeping training in high school; 5 males and 4 females received this training in college; 2 males and 6 females received some training in both high school and college; 1 male and 2 females received training in business college; no males and 1 female received training in both college and business college; and no males and 13 females received no formal training in bookkeeping.

The amount of bookkeeping training received in high school ranged from one to two years; in college from three to a maximum of thirty hours; and in business college the amount of training varied from four to ten months.

In examining the schedules it was interesting to note that there were only four who had less than four years of high school education. Of these, only one had not had some education at the business college level. There were also four who had four years or more of college education.

Formal Bookkeeping Training Required for Initial Employment

It is required by employers that those who receive initial employment as bookkeepers shall have received their formal bookkeeping training in certain types of educational institutions. Table X shows the number of employers specifying each type of institution.

Eight employers responded that they required the bookkeeper to have some bookkeeping training in high school; 9 required the bookkeeper to have

TABLE IX
FORMAL BOOKKEEPING TRAINING OF BOOKKEEPERS

Institution, or institutions, in which bookkeeping training was received	Male	Female	Total
High School	-	11	11
College	5	4	9
High School and College	2	6	8
Business College	1	2	3
College and Business College	-	1	1
None	-	13	13
	8	37	45

This table is read as follows: There are no male and 11 female bookkeepers who received some formal training in bookkeeping in high school.

college training in bookkeeping or accounting; 1 required either high school or college training in bookkeeping or accounting; 6 required the bookkeeper to have business college training in bookkeeping; 6 required some training in bookkeeping in either college or business college; 1 required either high school or business college training in bookkeeping; and 14 did not require the person whom they employed as bookkeeper to have any formal training in bookkeeping. Eight of the employers who stated that they did not require any formal training in bookkeeping added that experience in keeping books was the essential requirement.

In spite of the fact that there is some overlapping in cumulative totals, it is significant that 10 employers stated that they required high school trained bookkeepers. A total of 12 stated that they required the person whom they employed as bookkeeper to have taken bookkeeping in a business college.

A comparison of Table IX and Table X reveals that 10 of the managers required their bookkeeper to have at least a high-school bookkeeping training as compared with eleven bookkeepers who had only high school training in bookkeeping. Twenty-one managers required formal training in bookkeeping above the high school level, and 21 bookkeepers had such qualifications. The remaining 14 managers stated that they did not require the person whom they employed to have any formal bookkeeping training, while 13 bookkeepers who had received no formal bookkeeping training were actually employed.

There seems to be a relatively high degree of similarity between the formal training required for initial employment by the employer interviewed and the formal training received by the bookkeepers interviewed. It is believed, however, that many of the employers did not give much serious thought to the question and gave as their requirement the training which

TABLE X
 FORMAL BOOKKEEPING TRAINING REQUIRED FOR
 INITIAL EMPLOYMENT AS BOOKKEEPER
 AS SPECIFIED BY EMPLOYERS

Institution, or institutions, in which bookkeeping training was required	Number Employers Responding
High School	8
College	9
High School or College	1
Business College	6
College or Business College	6
High School or Business College	1
None	14
	<hr/> 45

This table is read as follows: Eight of the employers indicated that they required the person employed as bookkeeper to have formal bookkeeping training in high school.

they knew or believed their bookkeeper had. One of the businessmen who specified high school training mentioned that he preferred a college-trained person but that he could not afford to pay the salary commanded by such an individual.

Table X also reveals that the managers require some formal bookkeeping training in approximately 70 per cent of the stores in which a bookkeeper is hired. Of the 31 managers who required training, approximately two-thirds required training above the high school level, which indicates that a number of bookkeeping jobs are not open to high school graduates who have received no formal bookkeeping training in other institutions.

Non-Bookkeeping Duties of the Bookkeeper

It is noted in Table XI that 14 of the 45 bookkeepers had no duties other than those connected with keeping the books. Of the remaining 31, 11 sold merchandise, 6 acted as cashier, 5 had stenographic duties, 6 did some typing, and 3 were office managers as well as bookkeeper.

The significance of Table XI lies in the fact that a knowledge of some other skill was required of the bookkeeper in approximately three-fourths of the cases. This would indicate that the student who is preparing for the field of bookkeeping should have a knowledge of, or training in, other fields, principally selling, stenography, or office management.

Thirty-four stated that bookkeeping was a primary duty and 11 stated that bookkeeping was a secondary duty. This was determined on a basis of time: If they devoted fifty per cent or more of their time to bookkeeping, it was said to be a primary duty; if less than fifty per cent was spent in keeping the books, it was said to be a secondary duty. The data indicate that bookkeeping is most generally a primary duty in the retail merchandise stores of this area.

TABLE XI
DUTIES OF THE BOOKKEEPER
CLASSIFIED ACCORDING TO RANK OF DUTY

Duty	Bookkeeping Primary*	Bookkeeping Secondary*	Total
Bookkeeping	14	-	14
Selling	8	3	11
Cashiering	3	3	6
Typing	6	-	6
Stenographic	3	2	5
Office Management	-	3	3
	<hr/> 34	<hr/> 11	<hr/> 45

*Bookkeeping was a primary duty in those cases where the bookkeeper devoted 50 per cent or more of his time to keeping the books, and a secondary duty if less than 50 per cent of his time was devoted to keeping the books.

This table is read as follows: Bookkeeping was a primary duty for 14 bookkeepers who performed only bookkeeping duties. Of 11 employees who performed duties in both bookkeeping and selling, 8 considered bookkeeping their primary duty and 3 considered it a secondary duty.

Table XII further verifies the findings of Table XI. An eight-hour day was established as a basis for a five and one-half day week, thus arriving at a division of the hours in Table XII.

Eleven of the bookkeepers stated that they worked on the books less than 89 hours during the month and the remaining 34 worked on the books from 89 hours to a maximum of 192 hours a month. This would account for the 11 who stated that bookkeeping was a secondary duty and the 34 whose primary duty was in keeping the books. The 9 reporting from 177 to 192 hours worked on a basis of six days a week.

Combination of Job Titles Which Occur With Bookkeeper

Table XIII reveals the combinations of job titles which occur with that of bookkeeper. Fourteen of the bookkeepers interviewed were classified as bookkeepers only, 8 were classified as bookkeeper-sales clerk; 6 as bookkeeper-typist, 3 as bookkeeper-cashier, and 3 as bookkeeper-stenographer. These were the combinations in which bookkeeping was a primary duty. Of the combinations in which bookkeeping was a secondary duty, the titles were as follows: Three were classified as cashier-bookkeeper, 3 as office manager-bookkeeper, 3 as sales-bookkeeper, and 2 as stenographer-bookkeeper.

These combinations of job titles, which were based upon the amount of time spent in performing the duties for which the person was hired, were incongruous with the job-title or payroll classification of the bookkeeper. For example, one female bookkeeper who stated that she worked more than half of the time in keeping the books gave her payroll classification as file clerk in answer to another question.

Experience Required for Employment as a Bookkeeper

The question of whether or not experience was required in obtaining employment in the present job as bookkeeper was asked of both the bookkeeper

TABLE XII

NUMBER OF HOURS WORKED ON THE BOOKS
DURING AN AVERAGE MONTH

Number of Hours Worked	Number of Bookkeepers
Less than 45	1
45 to 88	10
89 to 132	13
133 to 176	12
177 to 192	9
	<hr/> 45

This table is read as follows: One of the bookkeepers spent less than 45 hours each month in working on the books.

TABLE XIII
COMBINATION OF JOB TITLES WHICH OCCUR WITH BOOKKEEPER

Job Title	Number of Bookkeepers
Bookkeeper	14
Bookkeeper-Sales Clerk	8
Bookkeeper-Typist	6
Bookkeeper-Cashier	3
Bookkeeper-Stenographer	3
Cashier-Bookkeeper	3
Office Manager-Bookkeeper	3
Sales-Bookkeeper	3
Stenographer-Bookkeeper	2
	45

This table is read as follows: There are 14 bookkeepers who have the job title of bookkeeper.

and of the manager. Table XIV shows that in 32 of the business establishments experience was required for initial employment as a bookkeeper. It also shows that experience was not required for initial employment in their present job for 13 of the bookkeepers. These facts were verified by the managers.

These findings indicate that a work experience program would be advisable in view of the fact that experience is required in obtaining most jobs as bookkeeper in the stated area of the study. The value of such a program is attested by Julius Robinson, Head of the Department of Business Education, Michigan State Normal College. He says,

A part time work experience program in first year accounting (or bookkeeping), provides training that cannot be duplicated in the classroom. The students have opportunities to make application of principles to business practice that are somewhat different from those presented in the text. They also develop business habits and learn to cooperate with other employees.²

Value of Bookkeeping Training in Obtaining Employment

The writer has often heard people bemoaning the fact that because they had not had training in bookkeeping they had just missed an opportunity to obtain a job. The bookkeepers interviewed believed generally that bookkeeping training is of value.

In Table XV bookkeeping training includes both formal classroom training and training obtained on the job. Thirty-one of the bookkeepers reported that their bookkeeping training had been of value in seeking employment in former jobs, while only 14 reported that such training had been of no value. One of the girls who answered that bookkeeping training had not been of value in obtaining employment in former jobs, gave the following

² Julius Robinson, "Improving the Teaching of Business Education," UBFA Forum, December 1947, p. 34.

TABLE XIV
EXPERIENCE REQUIRED FOR INITIAL EMPLOYMENT

Respondent	Experience Required		Total
	Yes	No	
Bookkeeper	32	13	45
Employer	32	13	45

This table is read as follows: Of the 45 bookkeepers interviewed, 32 stated that bookkeeping experience was required when employed for the first time in their present job and 13 stated that it was not.

TABLE XV

VALUE OF BOOKKEEPING TRAINING IN OBTAINING EMPLOYMENT

Bookkeeping was of value in obtaining employment in	Yes	No	Total
Former Jobs	31	14	45
Present Job	39	6	45

This table is read as follows: Of the 45 bookkeepers interviewed, 31 stated that their bookkeeping training was of value to them in obtaining their former jobs and 14 stated that it was of no value.

reason: "I am not exactly a bookkeeper. In my first job I had nothing to do with books, but in my second job I had some bookkeeping duties which helped me get my third (present) job."

Thirty-nine reported that they believed that their training had been of value in obtaining their present position as against 6 who stated that it had been of no value. Of the 6 who reported that training in bookkeeping had been of no value in obtaining their present positions, 5 had had no previous training or experience and the remaining one made the following statement: "Although I had bookkeeping in high school, my boss did not require experience or training, so it really didn't matter."

Formal Bookkeeping Training of the Managers Who Kept Books

Table XVI shows the formal bookkeeping training of the 22 managers who also kept the books in addition to their managerial duties. Seven of the managers had received bookkeeping training in college. One of this number stated that he had earned 17 semester hours of credit in college accounting; 3 stated that they had had some accounting in college but that they did not remember how much; and the remainder had had from 4 hours to 15 hours of accounting in college.

There were 9 who had had no formal bookkeeping training; 3 who had had some training in business college; and 3 who had had one year of bookkeeping in high school.

Time Devoted to Bookkeeping Duties by Managers

In the twenty-two retail merchandise stores in which the manager also maintained the records it was found that all 22 spent very little time on the books. It usually was a duty which was taken care of during slack hours or in some cases after hours on week days and part of their Sundays. A direct question was not asked, but it is believed that these establishments

TABLE XVI
FORMAL BOOKKEEPING TRAINING OF THE MANAGERS
WHO KEPT BOOKS

	Number
None	9
College	7
Business College	3
High School	3
	<hr/> 22

This table is read as follows: Nine of the managers who acted as bookkeeper had had no formal training in bookkeeping.

would offer the most readily available source for work experience stations if the schools should elect to establish such a program. As will be seen in the chapter on systems, the books of entry are different from those which are taught; but this in itself is good as it would offer training as well as experience in working with actual business transactions in different books of entry.

CHAPTER III

BOOKKEEPING SYSTEMS OF THE RETAIL MERCHANDISE STORE

The value of a system of recording the daily progress or lack of progress is essential to good business procedure in all types of enterprises today.

The war created a need for much more detailed records than businessmen have usually kept. As an aid in formulating administrative policies, the war agencies needed an unprecedented amount of current statistics on prices, margins, costs, inventory movement, etc.... Eager to cooperate in the war effort, many small businessmen often found compliance with the new record and report requirements an almost insuperable task.¹

In short, record keeping is necessary because records increase the chance of survival of new stores just starting into business; they increase the chances of earning profits by existing stores and are increasingly necessary for various tax purposes. Successful retailers have learned this from experience, and many others who have failed lost money they invested, as well as borrowed capital, and they wasted irretrievable years because they did not realize the value of good business records.²

It is believed that the majority of the business men realize the value of maintaining some system of recording the everyday changes in their businesses. It is, then, the purpose of this chapter to describe the systems which are now in use in the 67 retail merchandise stores of Stillwater in which the books were maintained by either the manager or the bookkeeper.

Summary of the Bookkeeping Systems Used

In Table I, Chapter II, it was shown that of the eighty-eight retail merchandise stores surveyed, 67, or 76.14 per cent, maintained their own records. Two of the remaining 21 stores did not keep records. While the

¹ Charles H. Welch and Charles H. Sevin, Small Business Problems, Record Keeping for Small Stores, Revised Edition, October 1, 1945, p. vii.

² Ibid., p. 3.

remaining 19 stores are not considered in this study, it is reasonably certain that the records maintained by the public accountants, the home offices, and the bookkeepers and managers of these stores are adequate and give the businessmen the essential information.

Table XVII shows that 63, or 91.3 per cent, of the retail merchandise stores that maintained their own records used a double-entry system of record keeping. Two, or 2.9 per cent, of the businesses used a single-entry system, 2 did not keep formal records of entry, and 2 did not keep any records at all.

The fact that single-entry bookkeeping is not used to any extent in the retail merchandise stores of Stillwater justifies the fact that the greater portion of the time spent in teaching bookkeeping is devoted to double-entry bookkeeping.

It was rather hard to conceive of such a system as the manager described in one of the businesses which kept a single-entry set of records. In answering the interviewer's questions he stated that he maintained a single-entry system but later stated that he prepared financial statements from the journal entries. Such a procedure is possible but, to say the least, it would be very impractical.

The two stores in which no formal records were maintained will be described here as the records maintained did not conform to any of the questions pertaining to systems in the interview schedule. In one of the cases the manager stated that he kept a record of his sales from day to day but a journal was not used. He said that he kept up with his cash by going over his bank statement each month. The other case, while probably just as inadequate, was of much more interest to the investigator. The business was a small grocery store and the manager stated that he kept a work sheet. The "work sheet" turned out to be strips of ordinary wrapping paper on which

TABLE XVII
SUMMARY OF BOOKKEEPING SYSTEMS USED

System Used	Number of Businesses	Per cent
Double Entry	63	91.3
Single Entry	2	2.9
No formal records maintained	2	2.9
No records	2	2.9
	69	100.0

This table is read as follows: 63, or 91.3 per cent of the businesses reported that they used a double-entry system of bookkeeping.

his cash receipts and payments were recorded. At the end of the day these were "filed" on a wire spindle. His accounts receivable consisted of sales pads which were filed in a small steel file cabinet. In discussing his system he further stated that his "books" had been examined by the "sales tax people" on one or two occasions and were believed to be adequate. At the end of the year an inventory was taken at cost, and all of his records were given to a public accountant who prepared his income tax returns.

As complete schedules were not filled out on these two stores, the following tabulations will include only 65 of the stores.

Books of Entry Used in the Business

In Chapter I it was stated that bookkeeping as it is taught today is different from bookkeeping as it is actually practiced. F. Blair Mayne says,

The traditional purchase, sales, cash receipts and cash payments journals will not be found in use in many businesses. Many companies use sales tickets and purchase invoices to replace either or both the special journals and the subsidiary ledgers. All businesses, large or small, attempt to set up their records so that they may record the information they need in the simplest possible manner. They use only those journals which are necessary for them and they add columns to fit their needs. Although it is not desirable to teach a great variety of kinds of sets of records, an understanding of the adaptability of records is desirable.³

This statement is significant, particularly the last sentence, which, it is believed, is a justifiable defense for present-day teaching practices in bookkeeping in both the local high school and the School of Intensive Business. The findings of this study are also in keeping with Mayne's statement.

Many combinations of the books of entry were found to be in use.

³ F. Blair Mayne, Op. Cit.

Table XVIII indicates that twenty-eight stores used the general journal; 15 used the cash receipts journal; 16 used the cash payments journal; 20 used the purchase journal; 21 used the sales journal; 19 used the combined cash journal; and 20 used the combined journal and ledger. Forty-two used the general ledger; 50 used a subsidiary ledger of accounts receivable; and 34 used a subsidiary ledger of accounts payable. It would appear that there is a discrepancy in the fact that only 42 businesses used the general ledger and 20 used a combined journal and ledger which would account for only 62 of the 65 stores. Two of the remaining stores used a single-entry system which would not necessarily require a ledger, and the other business maintained a combined cash journal and accounts receivable ledger (No. 62, Table XVIII), but the general ledger accounts were kept at the main office.

In the present bookkeeping curriculum, both in the high school and School of Intensive Business, a major portion of the time spent in instruction is devoted to the use of the combined cash journal, general ledger, and subsidiary ledgers of accounts receivable and accounts payable. It is particularly significant to note that there are only four of the retail merchandise establishments in which this particular combination is used.

The purchase journal and the sales journal occur most frequently in combination with the general journal, cash receipts and cash payments journal, general ledger, and subsidiary ledgers of accounts receivable and accounts payable. There are eight stores using this particular combination.

The appearance of the combined journal and ledger in 20, or 30.77 per cent, of the systems which are now being used is also believed to be of singular importance. Ten of the stores used only the combined journal and ledger whereas the remaining ten used it in combination with an accounts receivable ledger or both of the subsidiary ledgers.

TABLE XVIII

BOOKS OF ENTRY USED IN RETAIL MERCHANDISE STORES

Store	Title of Journal or Ledger*									
	GJ	CRJ	CPJ	PJ	SJ	CCJ	CJ&L	GL	AR	AP
1	X	-	-	-	-	-	-	X	X	-
2	-	-	-	-	-	-	X	-	X	X
3	-	-	-	-	-	-	X	-	-	-
4	X	X	X	X	X	-	-	X	X	X
5	-	-	-	-	-	X	-	X	X	X
6	-	-	-	-	-	X	-	X	X	X
7	X	-	-	-	-	-	-	-	-	-
8	X	-	-	-	-	-	-	X	X	-
9	-	-	-	-	-	-	X	-	-	-
10	X	-	-	-	-	-	-	X	X	-
11	-	-	-	-	-	-	X	-	X	X
12	X	X	X	X	X	-	-	X	X	X
13	-	-	-	-	-	-	X	-	-	-
14	-	-	-	-	-	-	X	-	X	X
15	-	-	-	-	-	-	X	-	X	-
16	-	-	-	-	-	-	X	-	X	X
17	-	-	-	-	-	-	X	-	X	X
18	X	-	-	-	-	-	-	X	X	X
19	-	-	-	-	-	-	X	-	-	-
20	-	-	-	-	-	-	X	-	-	-
21	-	-	-	-	-	-	X	-	-	-
22	X	-	-	-	-	X	-	X	X	X
23	X	X	X	X	X	-	-	X	X	X
24	-	X	X	X	X	-	-	X	X	-
25	X	-	-	-	X	X	-	X	X	X
26	X	X	X	X	X	-	-	X	X	X
27	-	-	-	-	-	X	-	X	-	-
28	-	-	-	-	-	X	-	X	X	-
29	-	-	-	-	-	X	-	X	X	X
30	-	-	-	-	-	X	-	X	X	-
31	X	X	X	-	-	-	-	X	X	X
32	X	X	X	X	X	-	-	X	X	X
33	-	-	-	-	-	X	-	X	X	X
34	-	-	-	-	-	-	X	-	X	X
35	-	-	-	-	-	-	X	-	X	-
Totals	13	7	7	6	7	9	14	20	27	19

*GJ-general journal, CRJ-cash receipts journal, CPJ-cash payments journal, PJ-purchase journal, SJ-sales journal, CCJ-combined cash journal, CJ&L-combined journal and ledger, GL-general ledger, AR-subsidary ledger, accounts receivable, and AP-subsidary ledger of accounts payable.

This table is read as follows: Store number 1 used a general journal, a general ledger, and a subsidiary ledger of accounts receivable.

TABLE XVIII

BOOKS OF ENTRY USED IN RETAIL MERCHANDISE STORES (CONTINUED)

Store	Title of Journal or Ledger*									
	GJ	CRJ	CPJ	PJ	SJ	CCJ	CJ&L	GL	AR	AP
Totals forwarded	13	7	7	6	7	9	14	20	27	19
36	X	-	-	X	X	-	-	X	X	X
37	-	-	-	-	-	-	X	-	X	-
38	-	X	X	-	-	-	-	X	X	X
39	X	-	-	X	-	X	-	X	X	X
40	X	X	X	X	X	-	-	X	X	-
41	-	-	-	X	X	X	-	X	X	X
42	-	-	-	-	-	-	X	-	-	-
43	-	-	-	-	-	-	X	-	X	X
44	X	-	X	-	X	-	-	X	X	-
45	X	-	-	-	-	-	-	X	X	-
46	X	-	-	-	-	-	-	-	-	-
47	X	X	X	X	X	-	-	X	X	-
48	X	X	X	X	X	-	-	X	X	X
49	X	X	X	X	X	-	-	X	X	X
50	-	-	-	-	-	X	-	X	X	-
51	-	X	X	-	-	-	-	X	X	X
52	X	-	-	X	X	X	-	X	-	-
53	X	-	-	-	-	X	-	X	X	-
54	X	-	-	-	-	-	-	X	-	-
55	-	-	-	X	-	X	-	X	X	X
56	X	X	X	X	X	-	-	X	X	X
57	-	-	-	-	-	-	X	-	-	-
58	-	-	-	-	-	-	X	-	-	-
59	-	-	-	-	-	-	X	-	-	-
60	X	-	-	-	X	-	-	X	X	X
61	X	X	X	X	X	-	-	X	X	X
62	-	-	-	-	-	X	-	-	X	-
63	-	-	-	X	X	X	-	X	X	X
64	-	-	-	X	X	X	-	X	X	X
65	-	-	-	X	X	X	-	X	X	X
Totals	28	15	16	20	21	19	20	42	50	34
Per cent	(43.08)	(23.08)	(24.62)	(32.31)	(29.23)	(30.77)	(64.62)	(76.92)	(52.31)	

*GJ-general journal, CRJ-cash receipts journal, CPJ-cash payments journal, PJ-purchase journal, SJ-sales journal, CCJ-combined cash journal, CJ&L-combined journal and ledger, GL-general ledger, AR-subsiidiary ledger of accounts receivable, and AP-subsiidiary ledger of accounts payable.

This table is read as follows: Store number 36 uses a general journal, a purchase and sales journal, a general ledger, and subsidiary ledgers of accounts receivable and accounts payable.

At present there is no instruction in the use of the combined journal and ledger in the high school or the School of Intensive Business. Although a general knowledge of bookkeeping would enable the bookkeeper to work with this particular type of book of entry, it is believed that some instruction in its use should be given in the local schools. It would be of equal importance, or possibly more, to add it to the bookkeeping instruction of the students in the School of Intensive Business who are studying small business management (Option III). Eleven of the twenty businesses in which the manager kept the books reported that they used the combined journal and ledger.

Frequency of Postings Made to the Books of Final Entry

The data which are tabulated in Table XIX are of significance as it is believed that a more realistic approach may be had if this first-hand information is made available to the bookkeeping student.

It was found that 33 of the 42 establishments made daily postings to the general ledger; 5 posted twice weekly; and 4 made their postings once a week.

Of the 50 enterprises who used the accounts receivable ledger, 40 posted daily; 6 posted twice a week; and 4 posted weekly.

The subsidiary ledger of accounts payable was used in only 34 of the 65 retail stores surveyed. It is believed that this is, in part, attributable to the fact that a good many of the merchants paid cash for their purchases. There was considerably more variation in the frequency of the postings made to the accounts payable ledger as 13 posted daily, 1 posted twice weekly, 11 posted weekly, 2 posted two times each month, and 7 posted only once each month.

TABLE XIX
FREQUENCY OF POSTING TO THE BOOKS OF FINAL ENTRY

Posting to	Daily	Twice Weekly	Weekly	Twice Monthly	Monthly
General Ledger	33	5	4	0	0
Accounts Receivable Ledger	40	6	4	0	0
Accounts Payable Ledger	13	1	11	2	7

This table is read as follows: Of the 42 firms that used the general ledger, 33 posted daily, 5 twice weekly, and 4 posted weekly.

Sources of Posting to Accounts Receivable and Accounts Payable

Table XX shows that 23 of the retail merchandise establishments posted directly from the sales slip to the accounts receivable ledger; 4 posted from the cash register tape; and 2 posted from sales summary slips.

In posting to the accounts payable ledger, 14 posted directly from purchase invoices. The invoice file replaced a formal journal in 14 stores: 6 filed the invoices by the date of the invoice, 4 filed the invoices as to the date due, 1 filed them alphabetically, 1 by vendor's name, 1 filed them numerically, and one pasted them in a large book. The remaining store sent the invoices to the home office after the posting was completed.

This procedure is common practice in most businesses, but the findings serve to emphasize the fact that where the purchase and sales journal are used there is a great deal of repetitive work. It is believed, however, that the fact that the bookkeeper is required to do some filing is sufficient justification for requiring Option II students in the School of Intensive Business to enroll in a course in clerical-practice, of which filing is one phase.

Frequency of Closing the Books and Preparation of Financial Statements

Table XXI, like Table XX, is of significance in that it may afford the bookkeeping instructor information concerning actual business practices.

The bookkeeping text⁴ which is now being used in the School of Intensive Business for instructional purposes shows that the books are closed and financial statements are prepared at the close of each fiscal period.

⁴ J. F. Sherwood and Clem Boling, College Accounting.

TABLE XX

SOURCES OF POSTING TO ACCOUNTS RECEIVABLE AND ACCOUNTS PAYABLE LEDGER
WHEN PURCHASE AND SALES JOURNALS ARE NOT USED

<u>Posted From</u>	<u>Accounts Receivable</u>		<u>Accounts Payable</u>	
	<u>No.</u>	<u>Per cent</u>	<u>No.</u>	<u>Per cent</u>
Original voucher (sales slip or purchase invoice)	23	46.0	14	41.18
Cash register tape	4	8.0	-	-
Summary sheets	2	4.0	-	-
Formal Journal	21	42.0	20	58.82
	<hr/>	<hr/>	<hr/>	<hr/>
	50	100.0	34	100.00

This table is read as follows: 23, or 46 per cent, posted to the accounts receivable ledger from sales slips. Fourteen, or 41.18 per cent, posted to the accounts payable ledger from purchases invoices.

TABLE XXI
 FREQUENCY OF CLOSING THE BOOKS AND
 PREPARATION OF FINANCIAL STATEMENTS

Books Closed and Financial Statements Prepared	Businesses	
	No.	Per cent
Monthly	25	38.46
Quarterly	6	9.23
Semiannually	3	4.62
Annually	31	47.69
	65	100.00

This table is read as follows: Twenty-five, or 38.46 per cent, of the firms surveyed closed their books and prepared financial statements every month.

This fact seems to be substantiated by the data which are shown in Table XXI. Thirty-one, or 47.69 per cent, of the businesses surveyed close their books on an annual basis; 25, or 38.46 per cent, close the books and prepare financial statements every month; 6, or 9.23 per cent, close the books and prepare financial statements every three months; and 3, or 4.62 per cent, close the books and prepare the financial statements twice each year.

This table was constructed from the statements of the bookkeeper in answer to the question: "How often are the books closed and financial statements prepared?" In some instances the bookkeeper's response may represent his opinion. It is believed, however, that this number is small enough to be of minor significance and will not affect the findings of the study.

Extent to Which the Bookkeeping Cycle is Handled by the Bookkeeper,
and by the Public Accountant

Table XXII shows that all of the bookkeepers make journal entries; 53, or 81.54 per cent, post to either the general ledger, the accounts receivable ledger, the accounts payable ledger, or all three; 42, or 64.62 per cent, take a trial balance; 31, or 47.7 per cent, prepare a work sheet; 35, or 53.85 per cent, prepare balance sheets; and 38, or 58.46 per cent, prepare a profit and loss statement.

There were 12 who did not post; of this number, 10 used a combined journal and ledger and 2 simply stated that a ledger was not used in their bookkeeping system.

The work done by a public accountant is as follows: 12, or 18.46 per cent prepared a trial balance; 14, or 21.54 per cent, prepared the work sheet; 15, or 23.08 per cent, prepared the balance sheet; and 16, or 24.62 per cent, prepared the profit and loss statement.

TABLE XXII

EXTENT TO WHICH THE BOOKKEEPING CYCLE IS
HANDLED BY THE BOOKKEEPER AND BY
THE PUBLIC ACCOUNTANT

<u>Elements of the Bookkeeping Cycle</u>	<u>Maintained by</u>	
	<u>Bookkeeper</u>	<u>Public Accountant</u>
Journalizing	65	0
Posting	53	0
Trial Balance	42	12
Work Sheet	31	14
Balance Sheet	37	15
Profit and Loss Statement	38	16

This table is read as follows: 65, or all, of the
bookkeepers made journal entries.

The only elements of the bookkeeping cycle which are not included in this group are the adjustments and the post closing trial balance. It is assumed that these are done wherever the work sheet, the balance sheet, or the profit and loss statement are prepared.

Miscellaneous Statements and Reports Prepared
by the Bookkeeper and the
Public Accountant

It is shown in Table XXIII that 45, or 69.23 per cent, of the bookkeepers prepare a reconciliation of the bank statement. It must be assumed that the remaining 20 do not perform this duty. It is also shown that 14 of the persons in bookkeeping positions prepared the income tax reports for the business and that 40 of the business establishments had their income tax returns prepared by a public accountant. The remaining 11 were, for the most part, either branch offices or part of a chain system. It is a logical assumption, therefore, that their tax matters would be taken care of by the home office. Fifty-four, or approximately 83 per cent, made out the payroll for the business. There were no instances in which the public accountant made out the payroll. Thirty-two of the bookkeepers prepared an analysis of sales and 3 of the businesses had a public accountant prepare this analysis.

It is believed that sufficient data are presented in Table XXIV to justify special emphasis on the preparation of the bank statement reconciliation, payrolls, and sales analysis forms. It is also believed that some instruction in income tax accounting should be given the students.

Number of Firms Making Formal Analyses of Statements

An analysis of Table XXIV indicates that very few of the businesses realize the value of the procedure of making an analysis of their financial

TABLE XXIII
MISCELLANEOUS STATEMENTS AND REPORTS PREPARED BY
THE BOOKKEEPER AND BY
THE PUBLIC ACCOUNTANT

<u>Statements and reports prepared</u>	<u>Book- keeper</u>	<u>Public Accountant</u>
Bank statement reconciliation	45	-
Income tax returns	14	40
Payrolls	54	-
Sales analysis	32	3

This table is read as follows: 45 of the bookkeepers made a reconciliation of the bank statement; none employed a public accountant.

TABLE XXIV
NUMBER OF FIRMS PREPARING ANALYSES OF STATEMENTS

<u>Analyses</u>	<u>Firms</u>	
	<u>No.</u>	<u>Per cent</u>
None	47	72.31
Current Ratio On Balance Sheet and Percentages on Profit and Loss Statement	12	18.46
Percentages on Profit and Loss Statement (only)	6	9.23
	<hr/> 65	<hr/> 100.00

This table is read as follows: 47 of the firms reporting did not make any analysis of their financial statements.

statements. Forty-seven, or 72.31 per cent, of the bookkeepers did not make any analysis of either the balance sheet or profit and loss statement; 12, or 18.46 per cent, determined the current ratio, that is the ratio between current assets and current liabilities, and percentages on the profit and loss statement; and 6, or 9.23 per cent, made an analysis of the profit and loss statement only. If any other analyses were made, they were not indicated. It is believed that in most cases the person interviewed was not conversant with statement analysis.

Inventory Practices of the Retail Merchandise Enterprise

Table XXV shows that 63.08 per cent of the stores did not keep perpetual inventory records. One of the owners of a small furniture store made the following typical statement when asked if perpetual inventory records were kept: "I can walk through my store and see most of my merchandise. Why should I keep such a record?"

It is also shown that physical inventories were most frequently taken on an annual basis. Forty-eight, or 73.85 per cent, of the businesses take a physical inventory once each year; 6, or 9.23 per cent, take inventories monthly; 6, or 9.23 per cent, take them quarterly; and 5, or 7.69 per cent, take them semiannually.

Twenty-nine, or 44.62 per cent take the inventory at cost; 24, or 36.92 per cent, take them at cost or market; 8, or 12.31 per cent, take the inventory at retail; and 4, or 6.15 per cent, take their inventories at both cost and retail.

Business Machines Used in the Retail Merchandise Store

Table XXVI shows that all of the businesses had at least one adding machine. Sixty-one, or 93.85 per cent, of the bookkeepers stated that they

TABLE XXV
INVENTORY PRACTICES OF RETAIL MERCHANDISE STORES

	Firm	
	No.	Per cent
Perpetual Inventory Maintained:		
Yes	24	36.92
No	41	63.08
	<u>65</u>	<u>100.00</u>
Physical Inventories Taken:		
Monthly	6	9.23
Quarterly	6	9.23
Semiannually	5	7.69
Annually	48	73.85
	<u>65</u>	<u>100.00</u>
Physical Inventory Valued at:		
Cost	29	44.62
Cost or Market	24	36.92
Retail	8	12.31
Cost and Retail	4	6.15
	<u>65</u>	<u>100.00</u>

This table is read as follows: 24, or 36.92 per cent, of the firms maintained perpetual inventory records.

used the adding machine frequently in the course of their duties; and 4, of 6.15 per cent, used the adding machine occasionally.

The typewriter was used frequently by 43, or 66.16 per cent, of the bookkeepers; occasionally by 11, or 16.92 per cent, of the bookkeepers; and never by 11, or 16.92 per cent.

Six, or 9.23 per cent, of the bookkeepers used a calculating machine frequently; 2, or 3.08 per cent, used a calculating machine occasionally; and 57, or 87.68 per cent, stated that they did not use it at all.

Seventeen, or 26.16 per cent, of the stores had posting machines. Fourteen, or 21.54 per cent, of the bookkeepers used the posting machine frequently; 3, or 4.62 per cent, used the posting machine occasionally; and 48, or 73.85 per cent, did not use the posting machine at all.

There was only 1 billing machine in use in the retail merchandise stores, and this machine was in frequent use.

The fact that 18, or 27.7 per cent, of the firms represented here used bookkeeping machines indicates that machine-bookkeeping is used fairly extensively in this area of Stillwater.

At present a course of instruction in the operation of bookkeeping machines is not offered in any of the Stillwater schools. These facts indicate that further study may be necessary to determine whether or not such a course should be offered in the college or in the School of Intensive Business.

Table XXVII shows the make or trade name of the machines which are now in current use. Twenty-six of the typewriters were Underwoods, 14 were Remingtons, 6 were Royals, 6 were L. C. Smiths, and 2 were Woodstocks. Of the adding machines, 25 were Burroughs, 21 were Remingtons, 9 were Underwood Sundstrands, 5 were Victors, 4 were R. C. Allens, 2 were Daltons,

1 was Allen-Wales, and 1 was a Barrett. There were 5 Remington and 3 Monroe Calculators and all of them were key driven. There were 17 posting machines: 9 Remington, 7 Burroughs, and 1 Monroe. There was only 1 billing machine in use in this area. This is probably attributable to the fact that the posting machine performs the same function as the billing machine and others as well.

TABLE XXVI

BUSINESS MACHINES USED BY THE BOOKKEEPER IN MAINTAINING THE RECORDS

Machine	Never	Occasionally	Frequently	Total
Typewriter	11	11	43	65
Adding Machine	-	4	61	65
Calculating Machine	57	2	6	65
Posting Machine	48	3	14	65
Billing Machine	64	-	1	65

This table is read as follows: Of the 65 people who used the typewriter, 11 never used the typewriter, 11 used the typewriter occasionally, and 43 used the typewriter frequently.

TABLE XXVII
BRANDS OF OFFICE MACHINES IN CURRENT USE

Typewriter:		Adding Machine:	
Underwood	26	Burroughs	25
Remington	14	Remington	21
Royal	6	Underwood Sundstrand	9
L. C. Smith	6	Victor	5
Woodstock	2	R. C. Allen	4
		Dalton	2
		Monroe	2
		Allen-Wales	1
		Barrett	1
Total		Total	
	54		70
Calculating Machine:		Posting Machine:	
Remington (Key-driven)	5	Remington	9
Monroe (Key-driven)	3	Burroughs	7
		Monroe	1
Total		Total	
	8		17
Billing Machine:			
National	1		

CHAPTER IV

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The purpose of this study, as set forth in Chapter I, is to obtain information concerning the bookkeeper and his duties, and the bookkeeping systems of the small retail businesses located in the area studied.

Specifically, the study endeavors to answer the following questions:

1. What is the prevalent age and sex of bookkeepers?
2. What are the salary ranges?
3. How does the formal bookkeeping training received in school compare with the bookkeeping training required for employment?
4. What are the non-bookkeeping duties of the bookkeeper?
5. Is bookkeeping most frequently a primary or a secondary duty?
6. What job titles occur most frequently in combination with bookkeeper?
7. Is experience required for one seeking employment as a bookkeeper?
8. Is a knowledge of bookkeeping of any direct value in obtaining employment?
9. What books of entry are most commonly used in retail merchandise stores?
10. To what extent is the complete bookkeeping cycle handled by the bookkeeper? What part is handled by a public accountant?
11. How extensively is machine-bookkeeping being used?

The data used in this study were obtained from an interview schedule. These data were presented and analyzed in Chapter II, The Bookkeeper, and Chapter III, Bookkeeping Systems of the Retail Merchandise Store.

Summary of the Retail Stores Surveyed

Eighty-eight retail merchandise stores were included in the study. Sixty-seven, or 76.14 per cent, of these stores maintained their own records; 15, or 17.05 per cent, reported that their books were maintained by

an individual, or individuals, who were not employees in the store; 2, or 2.27 per cent, did not maintain records; and 4, or 4.54 per cent, did not comply with the request for information.

In the stores that maintained their own records, the books were kept by 40 full-time bookkeepers, 5 part-time bookkeepers, and 22 managers. In the 15 stores that reported that their books were maintained outside of the business, 12 employed the services of a public accountant and 3 sent reports to their home offices.

Age and Sex of the Bookkeeper

There were 26 bookkeepers who were "over 25"--20 females and 6 males; 1 female and no males who were 24; 2 females and 2 males who were 23; 7 females and no males who were 22; 1 female and no males who were 21; no females and no males who were 20; 1 female and no males who were 19; and 1 female and no males who were 18.

The age of initial employment as a full-time bookkeeper was as follows: 10 females and 3 males were "over 25"; none were 25; 2 females and no males were 24; none were 23; 1 female and 1 male were 22; 4 females and no males were 21; 6 females and 1 male were 20; 2 females and no males were 19; 7 females and 1 male were 18; and 5 females and no males were 17.

Tenure of the Bookkeeper

Fifteen females and 6 males had been employed in their present job as bookkeeper less than one year, and 22 females and 2 males had been employed more than one year.

Salary Ranges of the Bookkeeper

The salary ranges of the female full-time bookkeepers are as follows: 2 reported that they received an annual salary within the range from

\$0000-1200; 6, from \$1201-1500; 7, from \$1501-1800; 7, from \$1801-2100; 5, from \$2101-2400; 3, from \$2701-3000; and 2, from \$3001-over.

The salary range for male full-time bookkeepers began at \$2401-2700. Two stated that they made a salary within the range from \$2401-2700; 1 within the range from \$2701-3000; and 2 made from \$3001-over.

Formal Bookkeeping Training of the Bookkeeper Compared with the Formal Bookkeeping Training Required for Employment

Ten managers required their bookkeeper to have at least high school bookkeeping training as compared with 11 bookkeepers who had only high school bookkeeping training. Twenty-one managers required formal bookkeeping training above the high school level, and 21 bookkeepers had such qualifications. The remaining 14 managers stated that they did not require the person whom they employed to have any formal bookkeeping training, while 13 bookkeepers had received no formal training in bookkeeping.

Non-bookkeeping Duties of the Bookkeeper

Fourteen bookkeepers had only bookkeeping duties to perform; 11 had an additional duty of selling; 6 acted as cashiers in addition to their bookkeeping duties; 5 had stenographic duties in addition to keeping the books; 6 did some typing; and 3 were office managers.

Bookkeeping was a primary duty, requiring half or more of the employee's time, in 34 of these cases and a secondary duty, requiring less than half of the employee's time, in the remaining 11 cases.

Combinations of Job Titles Which Occur With Bookkeeper

The job title combinations were determined by the amount of time devoted to the duties which were a part of the bookkeeper's job.

In the cases in which bookkeeping duties were of a primary nature, 14 were classified as bookkeeper, 8 as bookkeeper-sales clerk, 6 as book-

keeper-typist, 3 as bookkeeper-cashier, and 3 as bookkeeper-stenographer. Of the remaining 11 cases in which bookkeeping was a secondary duty, the combinations of job titles were as follows: 3 were classified as cashier-bookkeeper, 3 were office manager-bookkeepers; 3 were sales-bookkeepers, and 2 were stenographer-bookkeepers.

Experience Required for Employment

Thirty-two bookkeepers stated that bookkeeping experience was required for initial employment in their present job as compared with 13 who stated that experience was not required. These findings were verified by the managers.

Value of Bookkeeping Training in Obtaining Employment

Thirty-one bookkeepers stated that they believed that their bookkeeping training had been of value in obtaining employment in former jobs, and 14 stated that it had been of no value. Thirty-nine of the bookkeepers stated that it had been of value in obtaining their present job, as compared with 6 who stated that it had been of no value.

Formal Bookkeeping Training of the Managers Who Kept Books

In the 22 stores in which the managers maintained the books, it was found that 9 had received no formal bookkeeping training, 7 had had some accounting in college, 3 had received business college training, and 3 had had bookkeeping in a business college.

Bookkeeping Systems Used in Retail Merchandise Stores

Sixty-three, or 91.3 per cent, of the stores used the double-entry system of bookkeeping; 2, or 2.9 per cent, used a single-entry system; 2, or 2.9 per cent, did not keep formal records; and 2, or 2.9 per cent, did not keep any records at all.

Books of Entry Used in the Businesses

The books of entry which were used in various combinations by the 65 stores that maintained either a double or single-entry system are as follows:

Books of Original Entry: 28, or 43.08 per cent, of the stores used the general journal; 21, or 32.31 per cent, used the sales journal; 20, or 30.77 per cent, used the purchase journal; 19, or 29.23 per cent, used the combined cash journal; and 20, or 30.77 per cent, used the combined journal and ledger.

Books of Final Entry: 42, or 67.62 per cent, of the stores used the general ledger; 50, or 76.92 per cent, used a subsidiary ledger of accounts receivable; and 34, or 52.31 per cent, used a subsidiary ledger of accounts payable.

Extent to Which the Bookkeeping Cycle is Handled by the Bookkeeper and by the Public Accountant

All of the 65 bookkeepers make journal entries; 53, or 81.54 per cent, post to either the general ledger, the accounts receivable ledger, the accounts payable ledger, or all three; 42, or 64.62 per cent, take a trial balance; 31, or 47.7 per cent, prepare a work sheet; 35, or 53.85 per cent, prepare balance sheets; and 38, or 58.46 per cent, prepare a profit and loss statement.

There were no cases in which the public accountant journalized or posted; however, in 12, or 18.46 per cent of the stores a public accountant prepared a trial balance; in 14, or 21.54 per cent, the public accountant prepared the work sheet; in 15, or 23.08 per cent, he prepared the balance sheet; and in 16, or 24.62 per cent, he prepared the profit and loss statement.

Frequency of Postings Made to the Books of Final Entry

Postings to the general ledger and accounts receivable ledger were made daily by approximately 80 per cent of the bookkeepers. However, there was more variation in posting to the accounts payable ledger as 13, or 38.24 per cent, posted daily; 1, or 2.94 per cent, posted twice weekly; 11, or 32.35 per cent, posted weekly; 2, or 5.88 per cent, posted twice monthly; and 7, or 20.59 per cent, posted monthly.

Sources of Posting to Accounts Receivable
and Accounts Payable Ledger

Fifty-eight per cent of the 50 retail merchandise stores who had an accounts receivable ledger used the sales slip, the cash register tape, or a sales summary sheet rather than the sales journal as their source of posting. The purchase invoice was used in lieu of the purchase journal by 41.18 per cent of the 34 stores in which the accounts payable ledger was used.

Frequency of Closing the Books and
Preparing Financial Statements

Thirty-one, or 47.69 per cent, of the businesses close their books on an annual basis; 25, or 38.46 per cent, close the books and prepare financial statements every month; 6, or 9.23 per cent, close the books and prepare financial statements every three months; and 3, or 4.62 per cent, close the books and prepare the financial statements twice each year.

Miscellaneous Statements and Reports
Prepared by the Bookkeeper and
the Public Accountant

The bookkeeper prepared the bank statement reconciliation in 45 of the 65 stores, income tax returns in 14, payrolls in 54, and 32 prepared an analysis of sales. The public accountant was used most frequently for

the preparation of the income tax returns.

Number of Firms Making Formal Analyses of Statements

Forty-seven, or 72.31 per cent, of the bookkeepers did not make an analysis of either the balance sheet or the profit and loss statement; 12, or 18.46 per cent, determined the current ratio and computed percentages on the profit and loss statement; and 6, or 9.23 per cent, made an analysis of the profit and loss statement only.

Inventory Practices of the Retail Merchandise Enterprise

Over 60 per cent of the firms did not keep perpetual inventory records. A physical inventory was taken annually by over 70 per cent of the firms and for the most of them it was taken at either cost or cost-or-market value.

Business Machines Used in the Retail Merchandise Store

The business machines which are used most frequently by the bookkeeper are as follows: 65, or 100 per cent, used the adding machine; 54, or over 80 per cent, used the typewriter; 17, or 26.16 per cent, used the posting machine; 6, or 9.23 per cent, used the calculating machine; and 1 used the billing machine.

The brands of office machines most frequently used are as follows:

Typewriters--Underwood, Remington, Royal, L. C. Smith, and Woodstock.

Adding machines--Burroughs, Remington, Underwood Sundstrand, Victor, and

R. C. Allen. Calculating Machines--Remington and Monroe. Posting machines--

Remington, Burroughs, and Monroe.

CONCLUSIONS

1. The sex of the bookkeeper is predominately female, which fact indicates that there is probably a preference for female bookkeepers.
2. As the books are maintained by the managers in one-third of the retail merchandise stores in which the books are maintained within the business, students who are preparing for small business management should have a fairly extensive bookkeeping training program.
3. The findings show that approximately one-third of the female bookkeepers were employed in their first full-time job as bookkeepers at the ages of 17 and 18, and that one-sixth of the male bookkeepers were employed at the age of 18. This indicates, if these findings are typical of the Stillwater area, that it is possible for some persons of high school age to obtain employment as bookkeepers. It should be noted, however, that of the bookkeepers who are now employed, no males and only 2 females are under 20 years of age. In view of the fact that one-half of the bookkeepers have held their present job as bookkeeper for less than one year, it is apparent that the managers of retail merchandise stores in Stillwater do not ordinarily employ bookkeepers of high school age.
4. As there were no male bookkeepers who were 22 years of age or younger, it appears that there is very little opportunity for males of high school age to obtain employment as bookkeepers.
5. The rate of turnover is very great as approximately three-fourths of the males and about one-half of the females have held their present jobs as bookkeepers for less than one year.
6. The study did not attempt to show whether the jobs were comparable, but the findings indicate that the mean salary for female bookkeepers is approximately \$1800 per year and for male bookkeepers about \$2900 per year.

7. Seventy per cent of the stores require formal bookkeeping training, and of this number slightly over 65 per cent require the bookkeeper to have formal bookkeeping training above the high school level. It may be concluded, therefore, that business college and college trained bookkeepers are in greater demand than those with high school training in bookkeeping.

8. A knowledge of some other skill was required of the bookkeeper in approximately 75 per cent of the bookkeeping jobs. This means that the student who is preparing for the field of bookkeeping should have a knowledge of, or training in, other fields, principally selling, stenography, or office management.

9. The findings show that experience was required in obtaining employment as a bookkeeper in approximately 75 per cent of the retail merchandise stores. On the basis of these findings it is believed that a work experience program for students who are training for bookkeeping jobs is advisable.

10. As a single-entry system was used by only 2.9 per cent of the retail merchandise stores, it seems reasonable to conclude that the fact that little or no time is devoted to this system in the present curriculum is justified.

11. The combined journal and ledger, which is now being used by approximately 30 per cent of the retail merchandise stores, should be added to, and included in, the present bookkeeping curriculum.

12. The findings indicate that there are several differences in bookkeeping as it is actually practiced and bookkeeping as it is being taught. Business men should be called upon more frequently by the bookkeeping teacher to determine current bookkeeping practices, and these findings should be utilized in the classroom to add a realistic atmosphere to the bookkeeping class.

13. Most people who plan to work as bookkeepers should learn to use the typewriter, the adding machine, and the posting machine. A knowledge of filing would also seem to be desirable.

RECOMMENDATIONS

1. As the findings indicate that experience is required in most businesses, it is recommended that a work experience program for bookkeeping students should be given further investigation and study to determine the advisability of adding such a program to the curriculum in the local high school and in the School of Intensive Business.

2. A similar study of the personal service enterprises should be made to determine the facts concerning the bookkeepers employed by these enterprises, and to obtain facts concerning the bookkeeping systems peculiar to this type of business.

3. It is recommended that the combined journal and ledger be included in the present bookkeeping curriculum of the local high school and the School of Intensive Business.

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APPENDIX

1. Type of business(Hardware, etc.) _____ Retail _____
Wholesale _____ Manufacturing _____ Other _____
2. Age: 16-17-18-19-20-21-22-23-24-25-Over 25 Sex: M _____ F _____
3. Age when employed in first full-time job: _____ Age when employed in first full-time job as bookkeeper: _____
4. What was the nature of the work in your first full-time job?(Bookkeeping, selling, typing, etc.) _____
5. Was experience as a bookkeeper required in obtaining your present job? Yes _____ No _____
6. Has your training as a bookkeeper been of value to you in obtaining employment either in former jobs or in your present job? Former jobs: Yes _____ No _____
Present job: Yes _____ No _____ If answer is "No" in either instance, explain. _____
7. How many months have you spent as bookkeeper in your present job? _____
Are you a full-time employee in your present job? Yes _____ No _____
8. Did you work as a bookkeeper before obtaining your present job? Yes _____ No _____
If so, how long?(Months) _____ Full time _____ Part time _____
9. How was your knowledge of bookkeeping acquired?
 - a. Formal training in school _____
 - b. Actual training and experience on the job _____
 - c. A combination of (a) and (b) _____
 - d. Other _____
10. In your present job, is 50 per cent or more of your working time devoted to performing duties in any one field(bookkeeping, selling, secretarial, etc.)?

Systems:

1. Which of the following are used in this business?

Double entry _____
 Single entry _____
 Other _____

2. Journals: GJ _____ CRJ _____ CPJ _____ PJ _____ SJ _____ Combined Cash Journal _____ One book combined journal and ledger _____ (By whom published or prepared _____?)
 Other _____

3. Ledgers: General Ledger _____ (Bound _____ Loose leaf _____ Other _____)
 Subsidiary ledgers: Accounts Receivable _____ Accounts Payable _____ Other _____

4. Which of these records are kept by you personally? (Circle any of the above.)
 Which, if any, are kept by a public accountant? (Underscore)

5. If the sales journal and purchases journal are not used, from what sources are postings made?
 Sales slips _____ Sales summary slips _____ Other _____
 Purchase Invoices _____ Are these invoices filed _____ or bound _____? (Are they filed as to date due _____, or as to date of invoice _____?)

6. How often are postings made? (D-daily, W-weekly)

Accounts Payable _____ Cash _____
 Accounts Receivable _____ Miscellaneous _____

7. Which of the following statements are prepared by you? (b) By a public accountant? (p)

Trial balance _____ Work Sheet _____ Bank statement reconciliation _____ Balance Sheet _____
 P&L Statement _____ Income tax returns _____ Payrolls _____ Sales analysis forms _____
 Other _____

8. Do you prepare an analysis of any of the above statements? (No. 7) Yes No

9.

10.

11.

12.