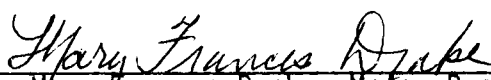


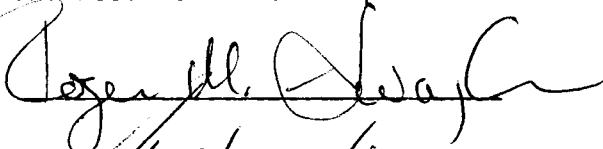
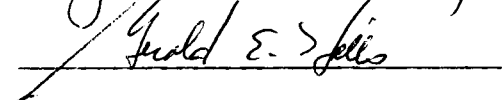
To the Graduate Council:

I am submitting herewith a dissertation written by Sandra Monk Forsythe entitled "Influence of Female Applicants' Mode of Dress on Interviewers' Perception of Personal Characteristics and Subsequent Hiring Recommendations for Middle Management Positions." I recommend that it be accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy, with a major in Home Economics.


Dr. Mary Frances Drake, Major Professor


Dr. Charles E. Cox, Major Professor

We have read this dissertation
and recommend its acceptance:

Accepted for the Council:


Vice Chancellor
Graduate Studies and Research

INFLUENCE OF FEMALE APPLICANTS' MODE OF DRESS ON INTERVIEWERS'
PERCEPTION OF PERSONAL CHARACTERISTICS AND SUBSEQUENT HIRING
RECOMMENDATIONS FOR MIDDLE MANAGEMENT POSITIONS

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ABSTRACT

The purpose of this study was to determine the effect of costume on interviewers' perceptions of personal characteristics and on subsequent hiring recommendations for women applying for middle management positions. Four costumes representing four distinct levels of Yangness were used. Four female applicants were videotaped in each of four experimental costumes in a simulated interview. Seventy-seven personnel administrators viewed each of the four applicants in a different costume in a systematically selected sequence and rated each applicant on the following personal characteristics: forceful, self reliant, dynamic, aggressive, and decisive.

An incomplete block design incorporating two simultaneous blocking variables (person and showing sequence) was used to isolate the effect of costume. Three-way least squares analysis of variance was used to test the hypotheses. Least squares means and standard errors were used to evaluate the sensitivity of the design in determining the effect of costume independently of other effects.

The results showed costume to have both a positive and significant effect on the perception of each of the personal characteristics and on subsequent hiring recommendations. The findings led to the conclusion that a female applicant's mode of dress does provide an avenue for conveying the personal characteristics necessary for middle management and for improving the favorability of hiring recommendations received by the applicant.

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CHAPTER I

INTRODUCTION

The traditional role of the female has been altered markedly in the past half century as more and more women have left home to assume the dual role of wage earner and homemaker. Between 1950 and 1974, the number of working women nearly doubled (U. S. Department of Labor, 1979).

Despite recent trends toward equal opportunity and an increasing number of women in traditionally male occupations, the proportion of women who occupy managerial and executive positions has remained small (Larwood and Wood, 1977). While women make up 42 percent of the labor force, only 5.6 percent occupy management or administrative jobs (U. S. Department of Labor, 1979). Among 20 major corporations employing nearly two million people, less than one percent of the officials, managers, and professionals are women--most of whom are at the supervisory or first management level (Bittel, 1978). At the corporate executive level, men outnumber women 600 to one (Spain, 1973).

One reason for the dearth of women managers and executives stems from the existence of traditional attitudes toward women at the managerial level. Management has been viewed as a male dominated occupation requiring traits more commonly thought to be masculine (Bittel, 1978). Thus, differential sex role expectations for male and female behavior often lead to the perception of women as less likely to meet the criteria for business managers and executives. The prevalence of

of traditional attitudes toward women in management suggests that sex role stereotypes are inhibiting women from advancing in the managerial workforce.

The existence of sex role stereotypes, that is--consensual beliefs about the different characteristics of men and women in our society--is well documented (Broverman, Vogel, Broverman, Clarkson, Rosenkrantz, 1972; Rosen and Jerdee, 1973). The tendency of sex role stereotypes to ascribe greater social values to masculine than to feminine behaviors is also well established (Broverman, Broverman, Clarkson, Rosenkrantz, Vogel, 1970; Rosenkrantz, 1968). More recent findings have indicated that sex role stereotyping is a factor in personnel decision making (Rosen and Jerdee, 1973 and 1974; Neeley, 1978).

Schein (1973) found the personal characteristics rated as most important for middle management positions were more commonly ascribed to men than to women. In fact, many of the traits traditionally ascribed to women are antithetical to those traits perceived as desirable for managers. Thus, sex role stereotypes may result in the perception of women as being less qualified than men for management level positions.

Schein (1973) suggested that discrepancies between perceived characteristics of females and required management characteristics have a direct bearing on the limited number of women in management positions. Her findings indicated that, all else being equal, the perceived similarity between the characteristics of successful managers and men in general increase the likelihood of a male rather than a female being

selected for managerial positions. These findings suggest that greater perceived similarity between the characteristics of female applicants and successful managers would increase the likelihood of selecting female applicants for managerial positions.

One's perception of the personal characteristics of another depends a great deal on perceived stimuli which provide cues to action and/or intention. Such cues increase in salience in interactions where information about the other person is minimal or ambiguous and where there is more room for perceiver bias to operate (Secord and Backman, 1964).

The selection interview, a major component of the selection process, is used primarily to help employers determine what the candidate is like as a person (Downs, 1969). During the selection interview, the amount of information is limited and the interaction is restricted. Thus, in the selection interview, the interviewer may attribute specific traits to the person and form an impression of the person's suitability for a management position largely on the basis of nonverbal cues such as one's appearance--particularly mode of dress.

Rationale for the Study

Appearance constitutes a major source of non verbal cues in person perception. Clothing is one aspect of appearance which has been identified as a significant variable in person perception (Hoult, 1954; Douty, 1963; Hamid, 1968, 1969). Horn described clothing as "one of the significant non verbal symbols which communicate and define certain aspects of personality, role, status and situation" (1975, p. 191). From this viewpoint, clothing becomes a part of the perceptual field

and significantly affects how one is perceived by others. It therefore becomes important to understand the meanings conveyed through clothing symbols in order to present the self in such a way that the desired impression is achieved.

In hiring decisions at management levels, it is extremely important that applicants appear to possess required management characteristics. Furthermore, clothing provides cues which become the basis for inferences about the wearer's personal characteristics. Consequently, the female applicant's mode of dress may provide an avenue for conveying personal characteristics which are congruent with required management characteristics thus promoting her likelihood of being hired for a managerial position. The influence of the female applicant's mode of dress on the interviewer's perception of personal characteristics and subsequent hiring recommendations are important areas of research which have been largely unexplored.

Purpose of the Study

The purpose of this study is twofold:

1. To examine the role of clothing on the perception of personal characteristics of female applicants for middle management positions in business and industry.
2. To determine the relationship between a female applicant's mode of dress and subsequent hiring recommendations.

Assumptions

The assumptions underlying this study are:

1. There is some agreement among executives on the personal

characteristics which are perceived as important for successful managers.

2. Clothing functions as a variable which influences one's perception of the personal characteristics of the wearer.
3. One's perception of personal characteristics is measurable.
4. Employers look for the same personal characteristics in both male and female applicants for middle management positions.

Nominal Definitions

1. Perception is the complex process by which people select, organize and interpret sensory stimulation into a meaningful and coherent picture of reality (Berleson and Steiner, 1964, p. 88).
2. Mode of dress refers to the overall appearance of a costume and includes color, line, and silhouette.
3. Middle management is a position requiring planning and coordinating within policy limitations; it entails greater responsibility and authority than first line management but less than top management.
4. Personal characteristic is a distinguishing quality in a person, a distinctive, definable trait; a consistent manner of behavior.
5. Yin-Yang are terms denoting the overall impression of appearance in both individuals and costumes; often used synonymously with the terms masculine and feminine.

Operational Definitions

For the purpose of this study the variables are defined operationally and measured as follows:

1. Mode of dress refers to the overall appearance of the garments

and accessories. Four dress modes--or costumes--based on a Yang contourum, were tested.

2. Desired management characteristics are attributes selected from those personal attributes most often identified in the literature as necessary for managerial success.

3. Hiring recommendation is the score received by the applicant indicating the likelihood of hiring for a middle management position.

Theoretical Framework

Symbolic interaction theory provides a conceptual framework for research on the significance of clothing in person perception. The term symbolic interaction refers to interaction as it takes place between human beings who define or interpret each other's actions instead of merely reacting to each other's actions (Blumer, 1978). Their response is based on the meaning which they attach to such actions. Thus, communication is mediated by the use of symbols, or by interpreting the meaning of one another's acts.

Clothing, a dominate aspect of a person's general appearance, acts as a symbolic indication of the self. It serves to establish the identity of the wearer. Because of the symbolic nature of clothing, the message of a symbol is often perceived rather than the actual clothing object. Only when the elements of a symbolic system are examined does the role of clothing become apparent.

Clothing symbols function as sign-vehicles or cues in person perception which enables us to categorize an individual--at least tentatively--and set the stage fur further interaction (Horn, 1975).

Thus, the role of clothing in person perception can be viewed within a symbolic interaction framework.

G. H. Mead is most often credited for expounding the fundamental premises of the symbolic interactionist approach (Meltzer, 1978; Blumer, 1978). His social behaviorism begins with the observable actions of individuals, but broadly conceives behavior to include covert activity (Meltzer, 1978). Thus, human behavior involves responding to the intentions or meanings of actions. This renders the action symbolic, i.e., the action becomes a symbol to be interpreted. In the same way, clothing symbols must be interpreted by the perceiver before they can convey information needed for impression formation.

Most studies in symbolic interaction have emphasized verbal communication while the other dimension of communication, visual, has received only cursory attention until quite recently. The perspective of symbolic interaction theory was widened by Stone (1962) who proposed that every social interaction must be broken down into two analytical components or processes--appearance and discourse. He emphasized the importance of appearance as "that phase of the social transaction which establishes identification of the participants" (Stone, 1962, p. 90). In doing so, he opened the study of dress as an important symbol within the symbolic interaction framework.

Goffman (1978) postulated that when an individual enters the presence of others they seek to acquire information about him. Goffman's premise was that when human beings interact, each desires to manage the impressions which others receive of him--that is, each attempts to convey an impression to others which is in his interest to

convey. One's clothing gives various cues or symbols which serve as stimuli when an individual observes and forms ideas about others. Thus, clothing becomes an important avenue for controlling the other's impression of the wearer.

Because this study is concerned with the perception of personal characteristics it is necessary to examine the concept from the theoretical perspective of person perception. When we meet another person, we made inferences about that person that go well beyond his physical characteristics, to include inferences about enduring personal characteristics (Hastrof, Schneider, and Polefka, 1970). Person perception focuses on the process by which impression, opinion, or feelings about other persons are formed (Secord, 1964).

Perception from a Symbolic Interaction Perspective

Perception is a process which demands active participation by the perceiver who selects, categorizes, interprets, and infers in order to achieve a meaningful world in which to act (Hastrof, et al., 1970; Wrightsman, 1972). Because of the common ground that person perception shares with symbolic interaction theory, perception may be viewed from the symbolic interaction perspective. In the following paragraphs each step of the perception process will be viewed from this perspective in order to build a link between person perception and symbolic interaction.

Selection. Perceiving is a complex process as are the stimuli themselves. The total volume of stimuli reaching an individual at once is so great that many stimuli must be ignored (Lindersmith and Strauss, 1956). Mead proposed that all human behavior involves selective attention

and perception (Meltzer, 1978). Thus, from a symbolic interaction perspective, perception involves selection attention to certain aspects of the situation which are pertinent to the activity in which one is engaged.

Symbolic interaction emphasizes the ways in which the individual conceives himself as antecedent and the manner he perceives others as consequent. Kuhn maintains that in person perception "we do not first see and then define; we define first and then see" (1978, p. 32). Because perception is selective, one's perceptual experience depends in part upon what is anticipated. Therefore, people with different outlooks may define identical situations differently as they respond selectively to their environment.

Categorization. The perceiver categories the perceived stimuli into meaningful groups. Categorization reflects our need to simplify and to integrate information in order to deal with the complexities of human behavior. As a result of categorization, the stimulus person is classified according to certain identifying characteristics and assigned all the attributes which are considered to belong to that class of persons (Hastorf et al., 1970; Allport, 1961). From the symbolic interaction perspective, categories are conceptualized as symbols which represent generalizations of behavior toward objects (Stryker, 1978). The significance of such categories is that they serve to organize behavior toward persons so categorized.

Interpretation and inference. We interpret stimuli and make inferences on the basis of our past experience. In the absence of past experience with a particular individual, we attempt to make sense out

of the other's behavior by making inferences that go beyond behavior to enduring dispositions or characteristics. From behaviors observed in the past we perceive certain traits to be correlated. We then rely on these assumed correlations between traits, or generalizations, to make inferences about others from limited information.

These generalizations as used by both Stryker and Hastorf could be interpreted to be stereotypes or preconceived notions which individuals have about particular people or groups. Stereotyping involves prejudgments "that cause the perceiver to include in a single category a diverse group of individuals; it also involves a predisposition to act in a certain way toward members of that group" (Gergen, 1974, p. 217). For example, traditional ideas about what attributes characterize women in our society are widespread and may influence the ensuing behaviors toward them, particularly as women attempt to enter nontraditional roles such as managers in business and industry.

Symbolic interaction is based on the premise that human behavior involves responding to the intents of others. In perceiving the characteristics of others we focus not on their behavior which is ever-changing, but on their intents and purposes. Because one's personal characteristics may not be perceived directly, we search for functional relationships between behavior effect sequences, which are observable, and intentions, which are not. This research will focus on the functional relationship between mode of dress--an observable behavior, and perceived personal characteristics--which may not be observed directly.

Statement of Hypotheses

The first hypothesis is based upon the premise that a female applicant's mode of dress influences the personal characteristics attributed to her by the interviewer. The second hypothesis reflects the opinion that the more Yangness (masculinity) the female applicant conveys through her mode of dress, the greater the likelihood that she will be hired. The hypotheses are:

1. There will be a positive relationship between mode of dress worn by a female applicant for a middle management position and the personal characteristics attributed to her by the interviewer.

2. There will be a positive relationship between the mode of dress worn by a female applicant for a managerial position and the subsequent hiring recommendations received from the interviewer.

Scope of the Study

Inquiry concerning the role of clothing in the perception of personal characteristics is a broad field. Therefore, it is useful to define at the outset the scope and limitations of the present study.

This study deals only with the perception of personal characteristics which have been defined in terms of their relevance for managerial success. Further, the study is limited to the perception of stimulus persons during selection interviews. Thus, the findings may not be generalized to other employment situations such as the role of clothing on promotion possibilities within the company or the success of the applicant in a middle management position.

The sample was selected from business and industry in Tennessee

and may not be generalizable to other geographical areas. This study is concerned only with female applicants for middle management positions. The findings may not be directly applicable to other levels of employment, although the methodology could be extended to other employment levels.

Finally, this study does not deal directly with the nature of the perception process. Rather, it deals only with the results of that process--perception of personal characteristics of the stimulus person as they relate to evaluative and hiring decisions.

Organization of the Study by Chapters

Chapter II presents an overview of pertinent research as it relates to the conceptual framework. In Chapter III the research procedure is outlined and discussed. An analysis of the findings and presentation of the implications of the study for future research will appear in Chapters IV and V.

CHAPTER II

REVIEW OF LITERATURE

One's physical appearance is the one personal characteristic that is obvious and accessible to others in a first impression situation such as an employment interview. An examination of the literature confirms clothing as a significant and pervasive influence on the perception of personal characteristics. However, the influence of clothing on the interviewer's perception of female managerial applicants and subsequent selection decision has not been investigated. Literature pertinent to this study will address the following areas: person perception, the influence of clothing on perception of persons, clothing and the occupational role, the influence of clothing in the selection interview, and personal characteristics important for middle managers.

Person Perception

One's perception of the personal characteristics of another depends largely on how the individual selects, organizes, and interprets the stimuli. People may define identical situations differently depending upon one's frame of reference. Therefore, it is necessary to briefly examine the complex process of person perception to understand the relationship which may exist between clothing cues and one's perception of the personal characteristics of the wearer.

Person perception focuses on the process by which impressions,

opinions, or feelings about other persons are formed. When we meet others for the first time we tend to form distinct and integrated impressions of them that goes well beyond their physical characteristics and behavior. We perceive other people as causal agents, we infer intentions, we infer emotional states, and we go further to infer enduring dispositions or personality traits (Hastrof, et al., 1970).

Research in social psychology indicates that first impressions are usually formed rapidly and with a high degree of certainty (Secord, Bevan and Dukes, 1953; Vielhaber and Gottheil, 1965). That is, people not only see others as having certain characteristics, but they feel confident that they are seeing correctly and that their judgment is accurate.

Individuals vary greatly in the way they perceive other persons. The processes by which individuals perceive other persons appear to be related to their cognitive structure (Secord and Backman, 1964). Each perceiver seems to have his own ideas of what other individuals are like, particularly in the way he associates traits. This idea that perceivers generally have a relatively fixed set of biases in judging others has been referred to as the implicit theory of personality (Halstrof, et al., 1970). Because perceivers have definite ideas about traits that go together in other persons, knowing some things about a person permits them to infer other things. (However, this does not imply that the inferences are necessarily correct.)

Implicit personality theories appear to operate on the basis of learned associations. That is, our assumed correlations between traits are generalizations from behavior we have observed in the past. Thus,

from the symbolic interaction perspective, one's perceptual experience depends in part upon his past experiences and the meanings which he has learned to attach to another's actions.

One's implicit theory of personality permits the perceiver to sort impressions into categories. Categorization serves many useful and necessary functions in helping to simplify the problems of the perceiver (Gergen, 1974). When we place an individual in a category, we generally attribute to him all the characteristics that belong to that group. This process may introduce dangerous distortions into one's perception of another if the perceiver assumes greater homogeneity than actually exists. The process of perceiving an individual in a particular way simply because he or she falls into a category is also known as stereotyping. Our impression of another person may be described as a form of stereotype; we abstract certain aspects of the other's behavior, organize them into meaningful groups, interpret them on the basis of our past experiences and make inferences in order to develop a picture of the person. This process does create stability and meaning in our experiences of other persons, but may well do it at the risk of being inaccurate.

In everyday life, impressions of other persons are formed in widely varying situations. These situations vary in three major respects: 1) the amount of information available to the perceiver, 2) the extent of interaction between the perceiver and the other person, and 3) the degree to which the relation between the perceiver and the other person is a well-established one (Secord, 1964). In many situations our information is limited, our interaction is

restricted, and no established relation exists; yet we may form a definite impression of the person. Such impressions are likely to be made largely on the basis of nonverbal cues (Hastrof, et al., 1970).

Clothing has been shown to be one of the nonverbal cues in perceiving another person. However, it must be remembered that inferences made from clothing cues (or any cues) depend upon one's mode of perception. Different people, because of their own unique background, will evaluate clothing cues differently. Therefore, what is actually perceived by others may not be in agreement with the intended message.

The Influence of Clothing on Perception of Persons

Cooley (1922) pointed out that most human interaction is structured in terms of the judgments people make of one another. Such judgments are influenced by an individual's clothing which is an intimate part of the environmental field (Arnein, 1949). When personal information is lacking, appearance becomes one of the major means of deriving cues about a person (Allport, 1961).

Newcomb, Turner, and Converse (1965) state that primacy, vividness, and frequency of cues in the stimulus are factors which determine what is perceived. Clothing is one of the primary perception objects, either consciously or unconsciously, when viewing another person for the first time. Therefore, clothing is often used as a basis for attributing properties to the person who presents the cues.

Many characteristics of individuals may, at one time or another, be conveyed by clothing. The particular characteristics perceived, however, will depend upon the interests and values of the observer,

the situation and usually the task of the observer (Ryan, 1966). Therefore, the influence of certain clothing attributes on the perception of a particular characteristic may not always be the same for all observers but there is considerable agreement among judges, particularly judges within homogenous groups.

Ryan (1966) stated that clothes have a definite influence on the impressions or characteristics a person attributes to those one meets. Although it is not known how nor to what extent clothing affects one's perception of the wearer, prior research has shown impressions of another person vary with variations in clothing (Hoult, 1954; Douty, 1963; Rosencranz, 1962; Sherif, 1976; and Hillstead, 1974).

In a now classic study, Asch (1946) showed how impressions of personality are organized. Two groups of students were given lists of discrete qualities said to belong to a person. The lists were identical except for one key word; one list included the word warm, while the other list included the word cold. The subjects were instructed to describe the person and indicate the trait terms which best fit their impression of that person. The groups which had the list including warm formed quite different impressions than those whose list included the word cold. However, in each case the total list of adjectives was interpreted so that the impression formed was a unified, consistent and meaningful whole for the subject. Asch's findings support the need of individuals to interpret and organize information in order to achieve a structured, stable and meaningful world in which to act.

In perceiving another person, clothing may give clues which serve, as did the adjectives warm and cold in Asch's study, to organize

the impression into a logical whole. Several researchers have investigated the role that clothing plays in perceiving others.

Hoult (1954) used photographs in which the heads and bodies were photographically exchanged. He found that differences in judgment of personal characteristics were related to the clothing. That is, the same head was perceived differently when shown over bodies clothed differently. Thus, clothing was found to be a factor leading to the perception of personal characteristics in pictured persons.

In order to investigate the part clothing plays in structuring perception of persons, Douty (1963) had her subjects rate photographs of stimuli persons in different costumes. Each of the four models was photographed in each of four costumes and a control smock. Using a personal assessment form developed to measure perceptions of stimulus persons, Douty found significant differences in the judges' ratings of personal traits for three of the four models when wearing different costumes. She concluded that clothing did generally have an influence on one's perception of the wearer's personal characteristics.

Rosencranz (1962) used the clothing TAT (Thematic Apperception Test) in an attempt to assess the symbolic meanings attached to clothing through the use of a projective technique. Subjects were asked to tell a dramatic story about a series of seven pictures which depicted incongruities between clothing and other aspects of the pictures. The respondents were able to give detailed descriptions of the character, status, age, and sex of the people and to describe total situations. Most of the subjects made reference to clothing cues in making their analyses of the pictures--thus revealing the importance of clothing as

symbols in structuring perceptions of others. These findings 1) support a basic premise of symbolic interaction theory that communication is mediated through the use of symbols, and 2) provide evidence that one's clothing is indeed a part of the nonverbal symbols used when persons perceive each other for the first time.

Connors, Peters, and Nagasawa (1975) examined the influence of clothing on the formation of first impressions. They found the costume variable exerted the strongest influence on the formation of social impression and had less influence on athletic impression and intellectual impression. Thus, while clothing did influence the formation of first impression, the degree of influence which clothing exerted differed with the nature of the impression variable.

Nielsen and Kernaleguen (1976) had subjects record their impressions of pictures of female stimulus persons. The pictures represented systematic pairing of faces and clothed bodies of varying levels of attractiveness. Clothing was found to be an influence in person perception but the influence of clothing was less significant than the influence of facial characteristics. The researchers postulated that a lack of consensus regarding the interpretation of clothing attributes may reflect the acceptance of large variations in clothing behavior for women vis-a-vis men.

Thomas (1971) conducted a study to determine the influence of clothing style on the perception of personality traits in a first impression situation. The subjects viewed a series of slides of eight models. After viewing a slide for 15 seconds, the subjects rated the model on selected traits. Each model wore a solid color garment in a style that

would be appropriate for daytime casual wear. One week later, the subjects rated a second set of slides in which some of the garments and models were interchanged. The results indicated that clothing style worn by the models did influence the way in which their personality traits were perceived by the subjects.

Buckley and Roach (1974) investigated whether clothing is used to communicate certain social and political attitudes. They found the type of clothing (established culture or counterculture) had a significant effect on a subject's perception of social and political attitudes of the wearer. The authors concluded that clothing did operate as a significant symbol of people's social and political attitudes.

Mathes and Kempfer (1976) found that people also use clothing to make inferences concerning the wearer's sexual attitudes and behavior. The results of their study further indicated that people often infer the existence of personal traits which actually do not exist. Thus it appears that people readily accept beliefs (even invalid beliefs) concerning relationships between appearance and personal traits.

In an investigation of appearance as a perceptual cue in impression formation, Hamid (1968) found marked stereotypes when subjects rated photographs of females in different modes of dress. Traits such as intelligence, religion, conventional, and unimaginative were more frequently attributed to figures wearing glasses while traits as sophisticated, immoral, and physically attractive were attributed to figures with makeup, bright colored dresses and high hemlines.

In a subsequent study Hamid (1968) investigated the extent to which variance in the perception of others is a function of the type of clothing worn. Photographs of adolescents under four conditions of dress (high school uniform, casual clothes, working clothes, and evening clothes) were rated by male and female students on ten traits. The effect of type of dress was evident from the marked tendency for ratings to be low when the stimulus person wore the uniform and high when the stimulus person wore casual clothes or evening clothes. This tendency was particularly evident when males rated females. Hamid concluded that dress effects are not independent of sex stereotypes which may add weight to the view that dress is one of the most salient cues in sex stereotyping.

The Influence of Clothing on Subsequent Interaction

One's perception of an individual affects not only his evaluation of that individual, but subsequent interaction as well. Vielhaber and Gottheil (1965) investigated whether first impressions based on how a stimulus person appears and speaks, affect the subsequent ratings received by the subject. The results indicated that ratings made on the basis of very brief observations (20-35 seconds) were related to later independent ratings of performance.

Smith (1976) examined the effect of attractive clothing versus unattractive clothing on person perception in a task oriented situation. Significant main effects from clothing were found for characteristics of the performer. These characteristics included intelligence, talent, sincerity, imagination, and overall ability. Regardless of task performance, the attractively dressed performer received significantly higher ratings than did the unattractively dressed performer.

The results of this study indicate that even within a task-oriented situation a component of appearance such as clothing can result in behavioral reactions which may be reflected in the evaluation of that task.

Thus one may conclude from the research that 1) clothing does serve as a symbol or cue in structuring one's perception of the wearer, and 2) the perception formed influences subsequent social interaction. However, most researchers have discussed style of dress in rather global terms such as whether it is attractive or unattractive, conventional or "hippie." Little information is available as to the importance of particular clothing attributes or components in structuring one's perception of an individual's personal characteristics. However, research has investigated the effect of clothing color on the perception of personal characteristics.

Using the Yin-Yang terminology developed by Northrup, Mahannah (1968) investigated the influence of variation in dress color on the perception of personality in a first impression situation. Measures were obtained on impressions of Yinness and Yangness for blonde and brunette-type stimulus persons when clothing was varied from warm to cool colors. The results indicated that impressions of Yinness and Yangness were greatly influenced by the interaction of wig and clothing color. Mahannah concluded that costume color and hair color, as integral parts of one's appearance, did influence the structuring of first impressions.

Damhorst and Reed (1980) examined the effect of color value (light vs. dark) of clothing on assessment of young women applying for a lower-level management job. Four sets of photographs were varied on

two dimensions--facial expression and clothing color value. Subjects evaluated each of four photographs on 19 semantic differential scales measuring personal characteristics and attractiveness. Male inter-viewers showed a significant tendency to rate models dressed in dark colors as higher on competence. The authors concluded that color of clothing may be used as a cue in the perception of personal qualities in a first impression situation such as an employment interview. However, sex of the perceiver and nonverbal cues such as facial expression affect the use of color as a person perception cue.

Clothing Attributes and Perception of Personal Characteristics

People do judge others according to their mode of dress and make assumptions about their personal characteristics. Moreover, they use these assessments to guide their behavior toward others. Accordingly, it is important to understand responses to particular stimulus characteristics in order to influence the observer's impression.

The way in which perception of an individual is influenced by clothing attributes is learned and depends upon the observer's past experience. Although the prescribed clothing for men and women have changed considerably in recent years, there are still some aspects of dress which we observe often enough in given individuals to cause us to form certain associations. For example, at the present time in our culture, men usually wear clothes with severely tailored lines. Thus, for many people straight severe lines suggest masculinity while curved or broken lines suggest femininity according to Ryan (1966).

Morton (1964) stated that the characteristics conveyed by a costume depend upon the line, the silhouette, the boldness or daintiness

of detail, the texture, and the color or color combination, each element reflecting in its own way certain qualities of the wearer. However, the attributes of garments which serve as cues to perception of others are not attributes with known effects which can simply be added together. A change in one variable may change the effect of others. Color, line, and texture are variables which affect each other and the effect of any may change with time. Therefore, specific clothing rules designed to elicit certain perceptual responses across time do not exist. However, general guidelines are possible and would indeed be helpful in influencing impressions of oneself in a desirable direction. Some research has been completed in this area but more work is needed, particularly on how the components or attributes of clothing, i.e., line, color, influence perception of personal characteristics and subsequent behavior toward the wearer.

Line. Line is the first and foremost element in clothing design. The most basic line of a costume is the silhouette--the contour or outline of the whole costume (McJimsey, 1973). Research by Baer (1975) showed a high degree of verticality in perception of silhouette during initial exposure. Hence, she concluded the line of the silhouette was particularly important in first impressions.

McJimsey (1963) noted that line has the power to suggest movement, mood, and personality, depending upon its type and direction. Some lines suggest a quiet feminine quality while others are dynamic and forceful. In almost any style the line in the detail and the structural lines may be vertical, horizontal, diagonal, or curved. The expressiveness of line has been described as follows: vertical lines

manifest the feelings of poise, strength, dignity, stability, maturity, aspiration, and decisiveness; horizontal lines suggest a sense of calm, serenity, and gentleness; diagonal lines can portray powerful movement and activity; and curved lines suggest gracefulness, femininity, and youth (Hemstead, 1947; Hillhouse, 1963; Morton, 1964).

Texture. Another element of design--texture--provides a sensory impression which is visually perceived as well as felt. One's first impression of texture comes from sight. Although there is no empirical evidence available to support the role of texture in first impressions, most writers agree that certain personal characteristics are conveyed by texture (Kefgen and Touchie-Specht, 1976; Chambers and Moulton, 1961). Fabrics which are course and heavy convey an impression of ruggedness and generally masculine qualities while soft delicate fabrics suggest femininity.

Color. Color is perhaps the most expressive element of clothing design. The power of color to convey emotions is effectively used in many professions. Decorators choose cheerful soothing colors for dental offices; advertisers make use of bold, aggressive colors to call attention to their products. In fact, color is of major concern in all aspects of marketing because of its influence upon buying habits. Similarly, color can be effectively used by individuals to express themselves and help themselves create the impression they desire.

Although individuals vary their perception of color, and the meanings they attach to specific hues, experimental studies have identified some of the commonalities in human reaction to color. In his

book, The Experimental Psychology of Beauty, Valentine (1962) described a study in which the characteristics attributed to a particular color by independent observers were often remarkably similar. For example, saturated red was described as "strong and dashing," "self-sufficient," "cheerful and lively" while unsaturated blue was described as "soothing," "restful, lacking energy," and "undecided" (Valentine, 1962, p. 57).

When colors are divided into broad general classes such as warm and cool instead of specific hues, one can generally find agreement among groups. Warm colors (yellow, orange and red) are generally seen as cheerful, aggressive, stimulating, bold, exciting and friendly, while the cool colors are suggestive of quietness, tranquility and peacefulness (Valentine, 1962; Hillhouse, 1963; McJimsey, 1973; Horn, 1975).

It must be kept in mind, however, that most experiments with color are concerned with color per se and one may not be able to generalize these findings to colors worn by individuals. In a study designed to investigate the influence of variation in dress color on the perception of personality, Mahannah (1968) found that changes in clothing color (from warm to cool colors) did influence the perceiver's impression of the model. She concluded that the interaction of wig and clothing color greatly influenced one's perception of Yinness and Yangness in a first impression situation.

Damhorst and Reed (1980) examined the effect of color value (light vs. dark) of clothing on assessment of young women applying for a lower-level management job. They found that male interviewers showed

a significant tendency to rate models dressed in dark colors as higher on competence. The authors concluded that color of clothing may be used as a cue in the perception of personal qualities in a first impression situation such as an employment interview. However, sex of the perceiver and nonverbal cues such as facial expressions did affect the use of color as a person perception cue. These psychological reactions to color may serve as useful tools in assembling costumes to convey feelings and characteristics which are in the best interest of the individual to convey.

The perception of personal characteristics are not objective observations but rather subjective reactions. Costume serves as a symbol--a kind of catalyst that evokes feelings which extend far beyond the costume (Horn, 1975). One's mode of dress, therefore, is a powerful medium through which feelings and ideas are communicated.

Yin and Yang Classification of Personal Characteristics and Costume Appearance

In order to recognize and classify the personal characteristics that the wearer conveys through clothing, it is necessary to have a framework which will apply equally well in describing the overall impression of appearance in both individuals and costume. The terms Yin and Yang seem appropriate for this purpose:

[Yin and Yang] serve to focalize in a clearer relationship the multitude of meanings and characteristics used for criticism or appraisal. They make possible a scale which sets up universal opposites for judging all the infinite possibilities for costume as well as personality (Northrup, 1936, p. 95).

In ancient Chinese literature, Yang referred to strength, dignity, and typically masculine qualities while Yin represented gentleness, gracefulness, and typically feminine qualities (McJimsey, 1963). Yin and Yang represent the idea of direct contrasts in the universe and they are open to broad interpretation. It is therefore possible to build on our concept of them, in relation to clothing.

Many adjectives commonly used to describe people are inappropriate when applied to costume. Though a woman might be described as assertive or self-reliant, it would not be possible to speak of costume in such terms. However, both the woman and the costume may be spoken of as Yang if the costume seems to convey these characteristics when worn.

In associating these terms with certain personal and costume characteristics, it is essential to know the temperamental aspects along with the design components which collaborate to give the Yin effect and those which give the Yang effect. Yinness usually refers to qualities generally perceived as feminine in our culture--dependent, gentle, pliant, receptive, submissive, yielding, tactful, and impulsive; while Yangness denotes the opposing masculine traits--forceful, self-sufficient, compelling, aggressive, dominating, decisive, objective, and realistic (Morton, 1964).

Analysis of costume in relation to Yin and Yang showed these qualities to be characterized by the following design elements:

Yin--short, broken lines; curved lines; rounded silhouette; rathered fullness; horizontal and upward movement of line; small scale; soft, dull, delicate textures; medium to light colors; soft intensities; and cool hues.

Yang--long, unbroken lines; straight, angular and continuous lines; vertical and downward movement of line; straight or modified straight silhouette; large scale; heavy, stiff, and coarse texture; few details; dark, bold colors; strong contrast in values, and warm hues.

Using Yin-Yang terminology, a Yin person may be described as gentle, receptive, and dependent, while a Yang person would be described as self-sufficient, assertive, and forceful. These traits exemplify different personality types, none of which have negative or positive connotations. Furthermore, these terms may apply both to men and women as it is unlikely that one person will fall into either category exclusively. However, Yin is characterized by typically feminine characteristics and is generally defined as a feminine principle or force, while Yang characteristics are generally perceived to be masculine and is defined as a masculine force or principle (Cirlot, 1971; Benet, 1965). Thus, the terms Yin and Yang may be used to convey characteristics which are perceived as feminine or masculine without the limitations subject to the emotionally laden masculine and feminine terms.

Previous researchers have found the Yin-Yang classifications useful in investigating the influence of clothing on the perception of personal characteristics. Douty (1963) used a series of ratings of personal traits based upon the Yin-Yang classification of Northrup to investigate the influence of clothing on perceptions of persons. Thus, the scales had such adjectives as dynamic, assertive, self-assured or dignified at one end and gentle, receptive, delicate, submissive and

warm at the opposite end. Differences in personal-trait scores were found to be significant for three of the four stimulus persons.

Mahannah (1968) used the Yin-Yang classifications to determine the influence of dress color on the perception of personality in a first impression situation. Using a scale similar to Douty's, she concluded that impressions of Yinness and Yangness were influenced by the interaction of wig color and clothing color.

The perceived similarity between typically masculine characteristics and desired management characteristics has already been noted. Therefore, the Yin-Yang terms which represent feminine-masculine characteristics without the emotional connotations of feminine-masculine terminology, might allow one to determine those clothing attributes which would convey personal characteristics necessary for individuals in management roles.

Clothing and the Occupational Role

Recognition of the role of clothing in business success is not a new phenomenon. In 1918 Dearborn conducted a study in which the subjects perceived a relationship between appropriate clothing and job success. She concluded that one's clothing can convey the impression of a successful, powerful individual (Rosencranz, 1972).

Form and Stone (1955) investigated the relationship between occupation and the social significance of clothing. They found that white-collar workers appraised clothing in terms of its potential for favorably impressing the other people with whom they came in contact at work. Two-thirds of white-collar workers recognized the importance

of clothing in making good impressions and "dressed up" for employment interviews much more frequently than did blue collar workers.

Clothing and appearance may play a very important role in the success or failure of an individual (Molloy, 1975). Researchers have found that people who hire and promote others do in fact base their decision not only on performance, but on appearance also (Hatfield and Gatewood, 1978; Imada and Hakel, 1977). Interviewers admit that they are very much aware of a job applicant's appearance. These findings collaborate those of Nelsen (1975) that appropriate clothing is useful in presenting personal and business images and aids in job retention and promotion.

While clothing may seem a trivial dimension to use in evaluating another's competence, it is often perceived as directly related to competence. For example, who would entrust their money to a threadbare financial advisor? V. Hale Starr, a communications consultant, advises lawyers on how to dress to increase their authority. According to Starr:

Dress is one of the most crucial factors in any effort to influence a judge or jury. Most people make judgments about other people within the first four minutes of seeing them. Proper dress comes down to what makes the lawyer, defendant, or witness most credible and depends on whether the individual wants to present himself as an "authority figure," who dictates decisions to others, or an "influence figure," who convinces others to see things his way (Goldenberg, 1980, p. B-6).

Many companies do maintain some rules of dress, particularly for those individuals who deal directly with the public. Jasinki (1957) found that although dress codes are seldom formally established, they

are maintained and are used to indicate what behavior to expect from other individuals. These findings concur with Molloy's description of business clothes as a signature of rank (1975). In fact, the male business outfit has been described as a "virtual hieroglyphic tablet composed of tiny picturegraphs in which every one contributes to the overall message conveyed by dress" (Harragan, 1977, p. 271).

The role of clothing in personal and group interaction has, for many years, been an appropriate subject for serious psychological study. In recent years, however, dressing to promote business success has become a popular topic as evidenced by the plethora of lay material on the subject. Many of these authors (most notably, Molloy) have attempted to set down definitive rules describing "correct" attire for business personnel in detail. Unfortunately, there is little empirical evidence available to support these recommendations.

Although it is impossible to provide absolute rules on the "correct" way for female executives to dress, it is possible to describe the kind of image they should convey. Harragan (1977) defines the male executive's clothing as nothing more than a standardized uniform loaded with symbolic and psychological import. If this is indeed the case, then what constitutes an appropriate "uniform" for the female executive?

The lack of female role models at the executive level is a major problem in the area of dress. There is general consensus that dress is an important factor in judging female managers, but there is little agreement on what criteria is used. However, most authors do agree

on the necessity of building an authoritative, but conservation image through clothing.

The male executive's business clothing is a response to the organization's dress codes and is not necessarily guided by comfort, attractiveness, or taste. Indeed, voluntary compliance with the dress order of the day can be crucial to success. Harragan (1977) expressed the popular opinion that women executives should dress to convey an executive image to her boss and teammates rather than to express personal taste. If her clothing does not convey the message that she is competent, able, self-confident, reliable, and authoritative, there is little that she can say or do to overcome the negative signals emanating from her apparel (Harragan, 1977).

A woman who expects to manage affairs, control subordinates, and exert authority must avoid any kind of clothing which portrays her as weak or indecisive. Distinctly "feminine" frills will contradict her effort to be forceful (Harragan, 1977). However, women are cautioned never to emulate male dress exactly in their attempt to portray a forceful image (Williams, 1977). Several authors have commented that very mannish clothing make men feel uncomfortable and convey an inappropriate image (Molloy, 1977; Williams, 1977). Whatever costume creates a strong, self-assured image without being too mannish is thought to be the best choice as a business uniform.

It may be concluded that the influence of clothing on one's business image is significant and pervasive. Consequently, how it enters into the interviewer's selection decision warrants careful attention.

The Influence of Clothing in the Selection Interview

The selection interview is used primarily to help employers determine what the candidate is like as a person (Downs, 1969). Information concerning the candidate's personal characteristics, e.g., how one gets along with other people, often is of greater importance during the selection interview than information concerning employable skills and experience (Ulrich and Trumbo, 1965). Thus, the purpose of the selection interview is to provide information that is obtained most readily through direct interpersonal communication (Hollandsworth, Kazelskis, Stevens and Dressel, 1979).

During first impression situations such as employment interviews, one's appearance represents a salient source of information. Williams (1977) states that to be considered a proper candidate for top jobs, the executive women must look like an executive. What the applicant for a management position is selling is not her expertise, but the impression of her expertise. Thus, her marketability as a prospective manager can be greatly enhanced by the right clothing (Williams, 1977).

Personal characteristics have been shown to be significant factors in judging one's qualifications for a proposed job or a future promotion (Heyel, 1958; Zimmer, 1971; Basil, 1972; Schneider, 1978). Furthermore, many interviewers consciously and subconsciously allow such factors as a candidate's appearance to influence their selection decisions (Hatfield and Gatewood, 1978). Thus, nonverbal information given by the candidate influences both the interviewer's perception of the candidate's personal characteristics and the subsequent hiring decisions (Jones, 1974; Imada and Hakel, 1977).

Nonverbal communication affects the total communication process in two ways. First, when assigning meaning to a candidate's verbal communication behavior, an interviewer will frequently pay more attention to the nonverbal factors than to the verbal message itself. Second, a listener confronted with contradictory cues (i.e., the verbal conflicts with the nonverbal) will often rely more heavily on nonverbal cues (Hatfield and Gatewood, 1978). These findings support the contention of Goffman (1978) that observers may use what are considered to be the ungovernable aspects of one's behavior (nonverbal) as a check upon the validity of what is conveyed by the verbal (governable) aspects.

Hatfield and Gatewood (1978) listed appearance as one of the four types of nonverbal cues related to a candidate's behavior from which interviewers are likely to draw inferences about the candidate. Research results indicate that many interviewers make their selection decisions after interacting only four minutes or less (Hatfield and Gatewood, 1978). Such impressions are based primarily upon the physical appearance of the candidate. Kefgen and Touchie-Specht (1976) quoted Luther in perhaps one of the best statements summarizing the impact of clothing on the selection process:

That first split-second Impression that your clothes make on the personnel director can determine whether or not you make it to the interview. Clothes may not make the man, and they may not be a legitimate job requisite under the Fair Employment Practices Act, but they do communicate. Veteran recruiters say that clothes can be as reliable a placement indicator as a battery of psychological tests (p. 11).

Jones (1974) investigated employer's perceptions of appearance when judging female employees in white collar positions. He concluded

that appearance could be a determining factor in employee selection. Furthermore, Jackson (1979) found mode of dress had a significant influence on the rater's evaluation in the selection of middle and senior level managers.

These conclusions agree with proposals of social psychologists that we indicate to others the kind of person we are by our appearance (Laure and Handel, 1977). To be treated in the ways we would like to be treated we must appear to be the kind of person who deserves such treatment. Being that kind of person is not enough--we must communicate to others, through our appearance, that we are that kind of person. Appearance establishes the identities of the interactants. It "sets the stage for, permits, sustains, and delimits the possibilities of discourse" (Stone, 1962, p. 397). Thus, women applicants for management positions must work to be seen as capable managers, and clothing is one of the most powerful means of conveying this message.

Personal Characteristics Important for Middle Managers

Volumes have been written on the role of management and the skill it entails. However, there is still no accepted, universally adopted definition of the management role (Brech, 1975). Schell (1960, p. 50) defined management as "the judicious use of means to accomplish an end"--a broad definition to be sure. Perhaps the most common definition of the management role is to "get things done through others" (Livingston and Waite, 1960, p. 11).

Livingston and Waite (1960, p. 59) defined five categories of management tasks, based on responsibilities involved. In descending order of magnitude, they are:

1. Coordination of policy, setting overall goals, assigning major responsibilities.
2. Planning general accomplishment within policy limitations, assigning specific responsibilities, designing and coordinating processes to accomplish goals.
3. Planning and coordinating specific accomplishments, designing the jobs.
4. Coordinating and directing the activities of others in accomplishing specified tasks.
5. Doing the actual work, as assigned.

The first four may be designated as manager-type assignments of different degrees of difficulty and responsibility. In many actual situations, the size of the organization may dictate the number of management levels established.

The corporate organization consists of three levels of associations; top management, middle management, and operating management with overlap at both the top and bottom of middle management (Livingston and Waite, 1960). Thus, middle management could actually incorporate as many as three of the five categories of management tasks.

Variation in the functions and responsibilities in middle management positions make it even more difficult to specify suitable criteria for selecting personnel. Personal characteristics are significant factors in judging an applicant's qualifications for a management position and do influence personnel decisions. Moreover, the applicant's

personal characteristics may vary in their favorableness, some characteristics presumably being better indicators of success than others (Hakel and Schuh, 1971).

Several researchers have attempted to identify the characteristics necessary for successful management. Korn/Ferry International and a UCLA management team surveyed 1,708 top level executives from the nation's largest companies (Sussman, 1980). They found the following traits were most important in enhancing an executive's chances for success: creativity, desire for responsibility, concern for people, concern for results, ambition, integrity, loyalty, aggressiveness, appearance and exceptional intelligence.

Another survey of 250 top executives found the following characteristics to be most important for successful managers: good interpersonal skills, self-confidence, flexibility, appropriate behavior (including appropriate dress), determination, and self control or emotional balance (Mines, 1977-78). Greenberg and Greenberg (1978-79) concluded the successful manager must possess sound judgment, a strong sense of personal responsibility, and the willingness to make quick decisions when necessary.

Hakel and Schuh (1971) used both favorableness and frequency ratings to investigate attributes important for job applicants. They found a high degree of similarity in the attributes judged important across diverse occupations. Those attributes found to be most important were self control, accepts responsibility, cooperation, dependable, effective, trustworthy, stable, and responsible.

While there appears to be considerable similarity in the characteristics perceived by various authors as important for success, there is little consensus of opinion as to precisely what personal characteristics or combinations of characteristics are most important for managers in general or for middle managers in particular. Thus, one could conclude that there are as many different lists of required management characteristics as there are authors describing them. The only real consensus appears to be the consistent identification of predominantly male (Yang) characteristics as necessary for successful management.

Influence of Sex Role Stereotypes

The social sciences have begun to systematically examine the behavioral affects of sex role stereotyping. Several researchers have examined the biasing effects of sex role stereotypes against females in traditionally masculine, that is--male dominated, occupations (Fidell, 1970; Rosenkrantz, Vogel, Bee, and Broverman, 1968). One consistent finding has been the existence of sex role stereotyping that may function as a barrier against women trying to compete equally with men in the initial acquisition of employment (Dipboye, Fromkin, and Wilback, 1975; Rosen and Jerdee, 1973, 1974).

There is evidence that women are judged as less likely to meet supervisory role expectations, presumably because of a clash with generally accepted sex role expectations. Rosen and Jerdee (1973) examined the way sex role stereotypes--perceptions and expectations of what is appropriate behavior for males and females--influence evaluations of male and female supervisory behavior. They concluded that

sex role stereotypes do influence evaluations of supervisory effectiveness.

Cash and Burns (1977) investigated the influence of the sex and physical attractiveness of job applicants on the selection process among professional personnel consultants. They found that personnel decisions strongly reflected the operation of sex role stereotypes. These findings indicate that bias continues to operate against women particularly in out-of-role employment such as managerial positions.

In order to determine whether sex role stereotypes are caused by gender per se or by assumptions that favorable masculine or feminine traits are associated with gender, Harris (1977) had male and female college students read and evaluate fictitious descriptions of high school students. The descriptions varied with respect to 1) gender, 2) masculinity-femininity, and 3) favorability of the adjectives used to describe the fictitious student. The concluded the sex of the person being rated had less effect on perceptions of individuals about whom other information is given than the masculinity or femininity of the person being rated.

Spence and Helmreich (1972) examined the influence of competency and masculinity of interests on perceptions of women. Videotapes of a female stimulus person being interviewed were shown to male and female college students. The stimulus person was portrayed as a competent or incompetent individual who was feminine or masculine in her interests. Contrary to the traditional belief that women who exhibit masculine interests and drives elicit dislike and resentment, the results of this study found the competent masculine stimulus person to be more likable

than her feminine counterpart, particularly by the female subjects. This bias was also evidenced in other desirable characteristics including adjustment, intelligence, and sincerity.

It has been noted that clothing is a powerful medium through which masculinity and femininity can be conveyed. Therefore, it would appear that knowledgeable manipulation of a woman's dress to convey Yang (masculine) attributes could result in a more positive impression of her, particularly in situations where Yang attributes are required.

In interpreting the results, Spence and Helmreich suggested women may often have accepted at face value stereotypic notions about the superiority of masculine traits. Thus, rather than "attempting to develop new, genderless standards of behavior, they may try, perhaps without awareness, to gain a superior status by assimilating masculine characteristics and values" (Spence and Helmreich, 1972, p. 211).

Schein (1973) examined the relationship between sex role stereotypes and the management characteristics perceived as necessary in middle management positions. Three hundred male middle managers rated 92 attributes as being characteristic of either women in general, men in general, or successful middle managers. The results confirmed the hypothesis that successful middle managers are perceived to possess characteristics, attitudes, and temperaments more commonly ascribed to men. An exploratory examination of the specific descriptive items on which women or men were perceived as similar to or different from managers resulted in a significant group effect for 86 of the 92 items. On 60 of these 86 items, attributes of managers were perceived to be

more similar to the attributes of men than of women. The following items were judged to be representative of this group of 60 items:

"emotionally stable, aggressive, leadership ability, self-reliant, (not) uncertain, vigorous, desires responsibility, (not) frivolous, objective, well informed, and direct" (Schein, 1973, p. 98).

The majority of perceived requisite characteristics for successful managers were found by Schein (1973) to be synonymous with stereotypically masculine attributes. Thus, women are at a disadvantage when trying to compete equally with men for middle management positions. Prior to pervasive societal changes, whether a potential female manager can overcome discriminatory appraisal on the basis of sex may depend in part upon whether she is perceived to possess required management characteristics more commonly attributed to males.

Summary

The literature has shown clothing is a significant and pervasive influence on the perception of personal characteristics and on subsequent interaction. Mode of dress, therefore, is a powerful medium through which information about the wearer may be communicated. Consequently, the important role of clothing in providing an avenue to improve the image conveyed by a female applicant for a middle management position must not be overlooked.

CHAPTER III

METHODOLOGY

This research examined whether an interviewer's perception of a female applicant for a middle management position is sensitive to one specific aspect of the applicant's perceptual field--her mode of dress. A single contact situation was constructed to simulate first impression situations occurring in employment interviews. The research design and methodology are discussed under the following headings: design of the study, sample, development of the instrument, administration, and analysis of the data.

Design of the Study

The independent variable was the mode of dress of females applying for middle management positions. Four costumes representing four distinct levels of Yangness were used. Four applicants were videotaped in each of the four costumes for a total of 16 videotapes.

To prevent observer perceptions from being biased by previous observations, an individual observer viewed each of the four applicants and each of the four costumes only once, for a total of four of the 16 possible combinations of applicant and costume, resulting in an incomplete block design. Two blocking variables, person and sequence of showing, were used simultaneously to isolate the variation associated with person and showing sequence.

Twelve showing sequences (four videotapes in each showing) were generated by using three fourths of an orthogonal set of Latin Squares

(Cochran and Cox, 1957). This resulted in a partially balanced incomplete block design.

Sample

Seventy-seven personnel administrators attending the Tennessee Industrial Personnel Conference, April 1981, comprised the sample. Most of the subjects were performing in a capacity which involved the evaluation of applicants for middle management positions. These subjects represented various industries and managerial positions throughout Tennessee. A wide spectrum of managerial staffing positions was included so results might have fairly broad applicability to managerial selection decisions in various organizations throughout the state.

Development of the Instrument

In order to measure the influence of clothing on the perception of personal characteristics, it was necessary to develop an instrument which would provide measurable data on interviewers' perceptions under partially controlled conditions. The development of the instrument is discussed under the headings: selection of personal characteristics, mode of dress, applicant models, stimuli, and development of the questionnaire.

Personal Characteristics

Yin-Yang terminology was used to classify the personal characteristics the wearer may convey through mode of dress. A review of pertinent literature concerning 1) Yin-Yang classifications of personal

characteristics, 2) the personal characteristics required for management personnel, and 3) stereotypically masculine and feminine characteristics resulted in the selection of personal characteristics common to these three classifications.

Because the number of evaluative criteria that one can weigh simultaneously is limited (Engel, Kollat, and Blackwell, 1973), the personal characteristics were limited to the Yang characteristics which were found to be best conveyed by costume. Although certain clothing attributes have been found to elicit anticipated perceptual responses, there appears to be considerable overlap in the personal characteristics conveyed by various clothing attributes. For example, bright red may convey aggressiveness, boldness, or friendliness. Therefore, a panel of judges was used to evaluate how well seven selected Yang characteristics were conveyed by the experimental costumes. The selected characteristics were: forceful, self-reliant, dynamic, aggressive, decisive, objective, and realistic. Panel members experienced difficulty judging the attributes, objective and realistic, based on costume. Therefore, these characteristics were deleted from the questionnaire.

Mode of Dress

Arrangements were made to borrow garments from local stores. The experimenter selected four costumes for evaluation based on the premise that components or attributes of clothing convey an expression of Yinness or Yangness. The costumes were selected to convey four distinct levels of Yangness based upon the lines, silhouette, color, and texture. Additionally, costumes selected had to meet the following criteria: the costumes must 1) be suitable for women applying for

managerial positions, 2) be becoming to the applicants, 3) be fashionable without being extreme, and 4) film well.

Because Yang attributes are almost synonymous with required management characteristics, the experimental costumes were evaluated on a Yang (masculinity) continuum. The most Yang costume emphasized vertical lines, a straight silhouette, strong angular lines, large-scale details, heavy texture, and a dark color. These design elements tended to convey typically masculine attributes such as forceful, self-reliant, compelling, objective, and decisive. The least Yang costume emphasized horizontal movement of line, a rounded silhouette, curved lines, small-scale details, soft, delicate texture, and a light color in a soft intensity. Typically feminine characteristics such as dependent, gentle, yielding, and receptive tend to be conveyed by these design elements. The two intermediate costumes incorporated combinations of Yin and Yang traits, however, one was distinctly more Yang than the other.

The costumes were evaluated by a panel of judges on the basis of how well they convey specified Yang characteristics. A score sheet was developed to use in determining the Yang qualities conveyed by each costume (see Appendix A). A panel of three graduate students and two faculty members in Textiles, Merchandising, and Design independently viewed videotapes of a control applicant in each of the four costumes and rated the four costumes on the Yang qualities conveyed. The Yangness of each costume was rated on a 4 point numerical scale where a score of 4 indicated the most Yang (masculine) design and a score of 1 indicated the least Yang design. All panel members ranked the four costumes in the same order on a scale of Yangness.

However, they did not agree on the exact numerical rating for each costume (see Appendix B). There was some concern that one costume appeared somewhat less appropriate for a management interview. This costume was replaced with all panel members agreeing on the replacement. Slight modifications were made in other costumes at the suggestion of panel members.

The four experimental costumes were:

Costume 1 - A light beige dress in a soft fabric, featuring a small round collar, gathered skirt, and long sleeves (see Appendix C).

Costume 2 - A belted 2-piece suit with a short jacket in bright aqua, worn with a white blouse featuring a large softly draped bow at the neck.

Costume 3 - A beige 2-piece tailored suit with a blazer jacket worn with a rust blouse featuring a narrow bow at the neck.

Costume 4 - A dark navy tailored suit with a white blouse featuring an angular lapel collar.

Accessories were kept to a minimum. Each model wore basic pumps in a dark or neutral hue; none of the models carried a purse or a briefcase.

Applicant Models

One university faculty and three graduate students who present a mature appearance posed as applicants for middle management positions. They were chosen on the basis of similarity in age and personal coloring and variation in height, size and facial features.

Stimuli

Because the way one perceives another person is a very complex process, it is necessary to study the effect of mode of dress on person perception under conditions in which no interpersonal interaction takes place. In order to duplicate the actual interview as closely as possible while providing some measure of control over extraneous variables, subjects viewed a videotape of each applicant in a simulated interview situation. The absence of sound resulted in evaluations' based on visual impressions only.

Brief videotapes (approximately 45 seconds) were made of each of the four applicants in each of the four costumes. Ratings made on the basis of very brief observations are indicative of first impressions and are related to subsequent behavior (Veilhaber and Gottheil, 1965).

The same executive office was used for all the videotapes, and the applicants were directed to keep posture, gestures, and facial expressions as similar as possible in order to minimize the effect of the applicant. All the applicants followed a script with explicit directions for speech and behavior. Each applicant paused 3 seconds just inside the door, then walked to the desk and shook hands with the interviewer. The applicant continued to stand and converse until the interviewer asked her to be seated (approximately 10 more seconds). This was necessary so the subjects could observe the full length of the costume on the applicant. The applicant continued the interview seated. A five-second close-up was made to reveal garment detail.

Development of the Questionnaire

A questionnaire consisting of three sections was used to collect the data (see Appendix D).

Section I included demographic data regarding subject involvement in personnel administration activities, characteristics of the companies represented by the sample, and a personal characteristics rating scale. The rating scale was developed to determine the relative importance of each personal characteristic to the subject in making hiring decisions. The subjects rated each personal characteristic on a four-point rating scale from "not important" to "very important" (see Appendix D).

Section II consisted of a rating scale developed to measure the subject's perception of the following personal characteristics of the applicant: forceful, self-reliant, dynamic, aggressive, and decisive. A four-point equal appearing interval scale was used to evaluate how well each applicant conveyed each of these characteristics. The response categories were "not at all," "slightly," "somewhat," and "very."

Section III was a hiring recommendation scale designed to ascertain the hiring recommendations associated with each applicant. Hiring recommendations for a middle management position were recorded using a four-point ranking scale from "most likely to hire" to "least likely to hire." The questionnaire, testing procedure, and consent form (Appendix D) were approved by The University of Tennessee for use with human subjects.

Pretest

The initial questionnaire was pretested by a group of graduate students unfamiliar with the purpose of the study to evaluate clarity of directions and to determine the amount of time necessary to evaluate each videotape and complete the rating scales after each videotape. As a result of the pretest, minor modifications were made in the questionnaire in order to reduce the time necessary to administer it. Due to the nature of the testing situation and the demands on the subjects' time, it was imperative that the total amount of time for completion be kept to a minimum. The final questionnaire took less than 15 minutes to complete.

The pretest provided information concerning an interviewer's ability to make judgments based on brief visual observations. Personal interviews with several personnel managers prior to designing this study indicated that interviewers often do make judgments of applicants based on very brief encounters and that the applicant's appearance played an important role in these initial judgments. Those taking the pretest did not appear to experience difficulty making judgmental decisions based on the visual stimuli presented.

Administration

Subjects viewed the videotapes in groups of two to 13. Each subject viewed four videotapes--one videotape of each of the four applicants in a different costume. For example, the subjects in group one viewed applicant 1 in costume 1; applicant 2 in costume 2; applicant 3 in costume 3; and applicant 4 in costume 4 while group two viewed applicant

1 in costume 2; applicant 2 in costume 3; applicant 3 in costume 4; and applicant 5 in costume 1. For each showing, the applicants and costumes were randomly ordered so that neither would be shown in the same order each time.

The subjects were told they were participating in a study to determine the importance of first impressions in employee selection decisions at the middle management level. However, the applicant's clothing was not mentioned. Explicit directions for completion of the questionnaire were given. When subjects completed section I of the questionnaire, they were shown a videotape of an applicant in one of the selected modes of dress and asked to rate her on the five personal characteristics in the scale. The subjects then viewed a videotape of the next applicant and rated her in the same manner until the subjects had rated each of the four applicants. The subjects were then asked to rank each of the four applicants from "most likely to be hired" to "least likely to be hired" for a middle management position. The questionnaires were collected and subjects were requested to leave their names and addresses if they would like a free copy of the research results.

Analysis of the Data

Data analyses were performed using a program of the Statistical Analysis System (SAS). Since the design was a partially balanced incomplete block, a least squares analysis of variance was necessary. Analysis of variance is a statistical technique for studying the effects of

one or more independent variables on the dependent variable (Neter and Wasserman, 1974).

Unequal cell frequencies cause the different classes of effects to be non-orthogonal, thus preventing the different effects from being separated directly. In order to isolate these effects, it is necessary to consider all effects simultaneously. Least squares analysis of variance is an appropriate statistical method for analyzing data having unequal cell frequencies (U. S. Department of Agriculture, 1960).

Least squares means and standard errors were used to evaluate the sensitivity of this design in determining the effect of costume independently of other effects. Least squares means are essentially estimates of the class or subclass arithmetic means that would be expected had equal subclass numbers been obtainable (SAS User's Guide, 1979). Inspection of the standard errors show this design closely approximates a balanced design (see for example, Table IV, p. 63). This design then, closely approximated the sensitivity to costume effect that would be obtained by a balanced design.

A three-way least squares analysis of variance was used to estimate the effect of costume, person, showing sequence, and person x costume interaction on interviewers' perceptions of personal characteristics and subsequent hiring recommendations, using the following model:

$$\begin{aligned} \text{Perception of personal characteristic } i &= \mu_i + \alpha_j + \beta_k \\ &+ \lambda_l + (\beta_k \lambda_l) + e_{ijkl} \end{aligned}$$

where:

μ_i = overall mean of characteristic i

α_j = effect of costume j

β_k = effect of person k

λ_l = effect of showing sequence l

$(\beta\lambda)_{kl}$ = person-costume interaction

e_{ijkl} = random error

CHAPTER IV

RESULTS AND DISCUSSION

The purpose of this study was to determine the effect of costume on interviewers' perceptions of personal characteristics and on subsequent hiring recommendations for women applying for middle management positions. Four female applicants were videotaped in each of four experimental costumes in a simulated interview situation. Subjects viewed each of the four applicants in a different costume in a systematically selected sequence and completed a questionnaire which included: 1) demographic data and personal characteristics rating scale, 2) a rating scale to measure the subjects perception of five personal characteristics in each applicant, and 3) a ranking scale to ascertain the hiring recommendations associated with each applicant. The findings are presented in the following order: description of the sample, findings concerning the hypotheses, and discussion of findings.

Description of the Sample

A profile of the personnel administrators in the sample shows that variables which might influence subject responses were well distributed (see Table I). The sample was comprised of 77 personal administrators representing 60 percent of those attending the Tennessee Industrial Personnel Conference in Nashville, Tennessee, April 1981

The participants were actively involved in a variety of personnel administrative functions as a regular part of their job. Almost half

TABLE I. Demographic Characteristics of the Sample.

	Frequency	Percent
<u>Age of the Subject</u>		
26-35	25	32.5
36-45	23	29.9
46-55	23	29.9
Over 55	5	6.5
<u>Sex of the Subject</u>		
Male	63	81.8
Female	13	16.9
<u>Subject Involvement in Personnel Administration</u>		
Interviewing	57	74.0
Evaluating	61	79.2
Supervising	62	80.6
Recruiting	52	67.5
Formulating policy	57	74.0
Making placement decision	67	87.0
Counseling employees	70	90.9
<u>Subject Involvement in Selecting Middle Managers</u>		
Usually involved	34	44.2
Sometimes involved	22	28.6
Never involved	18	23.4
<u>Years in Present Position</u>		
Less than 1 year	9	11.6
1-5 years	42	54.5
6-10 years	9	11.7
Over 10 years	16	20.8
<u>Years in Previous Personnel Position</u>		
None	21	27.3
Less than 1 year	3	3.8
1-5 years	17	22.1
6-10 years	13	16.9
Over 10 years	23	29.9

of the respondents indicated they usually were involved in the selection of applicants to fill middle management positions in their company while an additional 29 percent were sometimes involved in the selection of middle management personnel. Thus, approximately three quarters of the sample had some responsibility for selecting applicants for middle positions.

Age classifications of the subjects were well distributed (Table I). The number of years subjects had been involved in personnel administration varied from less than 5 years to more than 20 years. Twenty-nine percent of the subjects had spent a total of five or less years in personnel selection while 16 percent had spent more than 20 years in personnel work.

The subjects' evaluation of the importance of personal characteristics in making hiring decisions for middle managers is important because 1) these evaluations may influence subjects' perception of the applicant's personal characteristics, and 2) the evaluations may influence subjects' hiring recommendations. The subjects rated each of the five personal characteristics on a four point scale from "not important" to "very important." Results indicate that self reliance and decisiveness were perceived as most important in making hiring decisions for middle managers while forcefulness was perceived as the least important characteristic listed. Mean scores indicating the importance of the personal characteristics are given in Figure I.

Description of the Companies Represented by the Sample

A brief profile of the companies represented by the personnel administrators in the sample was included because company characteristics

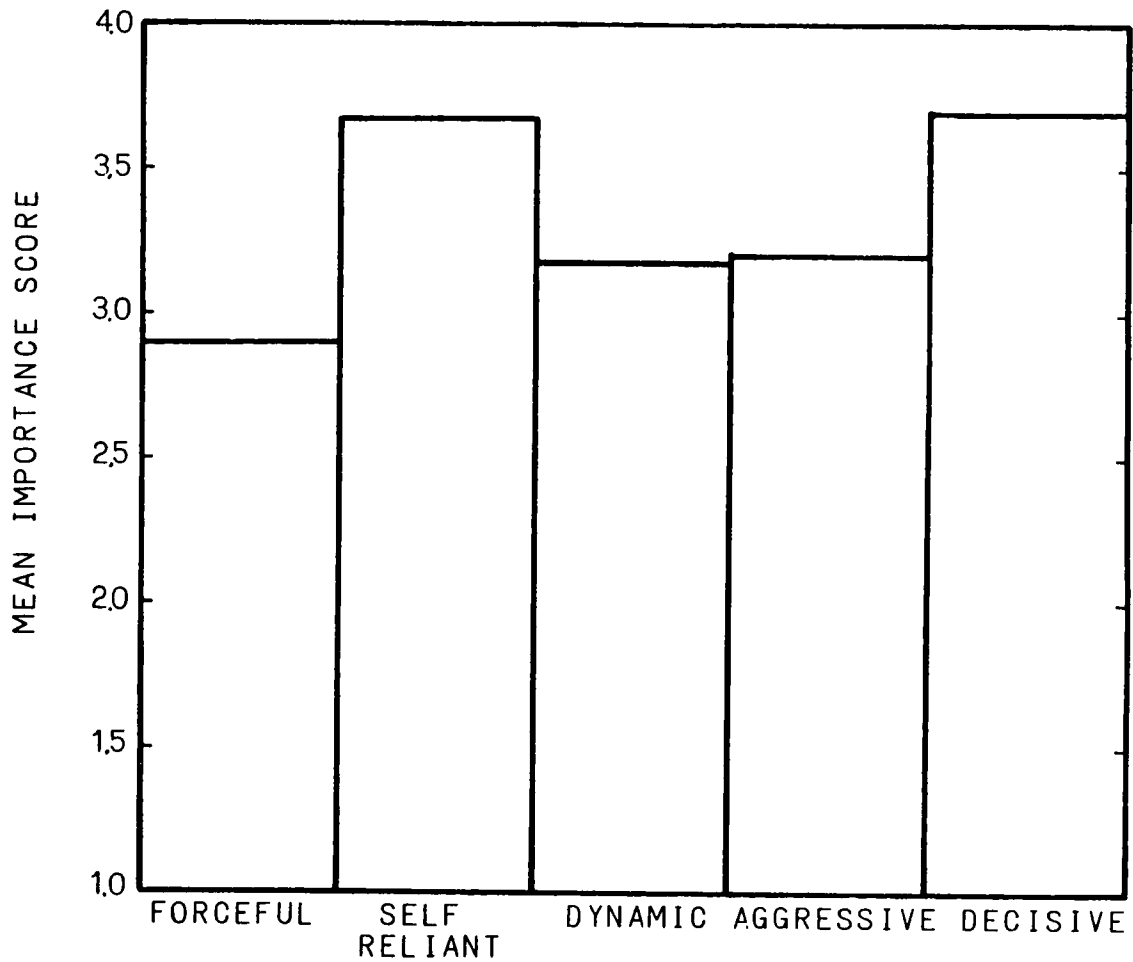


FIGURE 1. Perceived Importance of Selected Personal Characteristics in Making Hiring Decisions for Middle Managers

such as function of the company, management style of the company, and amount of contact employees have with the public may influence the mode of dress perceived as appropriate for female managers. For example, in some organizations employees are expected to convey the company image to the public through an informal--or formal--code of dress. As shown in Table II, the companies represented were primarily manufacturing companies although a number of other business functions were represented. More than half of the companies were described by the respondents as conservative, while about one quarter of the companies were described as liberal. Only ten percent were described as very conservative, and none were categorized as very liberal.

Findings indicated a dearth of women in middle management levels. In most of the companies represented, less than ten percent of those in middle management positions were women. The amount of public contact ascribed to the middle managers in the companies represented tended to be evenly distributed. Thirty percent of the subjects reported that middle managers in their company had frequent contact with the public while another 20 percent reported their middle managers seldom or never had contact with the public. Public contact of middle managers in companies represented is summarized in Table II.

The profile of personnel administrators in the sample and the companies represented indicated a good distribution of demographic variables. There is little evidence to indicate that bias is introduced by a non-representative sample.

TABLE II. Demographic Characteristics of Companies Represented by the Sample.

	Frequency	Percent
<u>Primary Function of Company</u>		
Contract construction	0	0
Manufacturing	54	70.1
Transportation or public utilities	1	1.3
Wholesale or retail trade	1	1.3
Finance, insurance, or real estate	1	1.3
Services or miscellaneous	3	3.9
Government	2	2.6
Mining	2	2.6
Other	10	12.9
<u>Manufacturing Style of Company</u>		
Very conservative	8	10.4
Conservative	48	62.3
Liberal	20	25.9
Very liberal	0	0
<u>Percent of Middle Managers in Company</u>		
<u>Who are Female</u>		
Less than 10% women	66	85.7
11-25% women	8	10.4
26-50% women	1	1.3
Over 50% women	0	0
<u>Amount of Public Contact by</u>		
<u>Middle Manager</u>		
Often in contact with public	23	29.9
Sometimes in contact with public	37	48.1
Seldom or never in contact with public	16	20.8

Findings Concerning the Hypotheses

For the purpose of analysis and discussion, the null form of each hypotheses is presented.

Null Hypothesis One

No positive relationship exists between Yangness (masculinity) of mode of dress worn by a female applicant for a middle management position and the personal characteristics attributed to her.

A three-way least squares analysis of variance was used to estimate the effect of costume, person, showing sequence, and person/costume interaction on subjects' perceptions of personal characteristics of females applying for middle management positions. The personal characteristics examined were: forceful, self reliant, dynamic, aggressive, and decisive.

Forceful. The influence of costume on the perception of forcefulness was both positive and significant at the .001 level with an F value of 6.84 (Table III). The data indicate a curvilinear relationship between Yangness of costume and perception of forcefulness (see Figure II). Applicants wearing costume 3 were perceived as most forceful, with a least squares mean of 2.32 of a possible 4.0, followed by applicants wearing costumes 4, 2, and 1 with least squares means of 1.98, 1.96, and 1.72 respectively (Table IV). While there is a positive relationship between Yangness of costume and perception of forcefulness for the first three costumes, applicants in costume 4 (the most Yang costume by design) are rated somewhat less forceful than applicants in costume 3. Examination of the least squares means for forcefulness

shows costume 3 is clearly the leader in conveying forcefulness (Figure II). Inspection of the standard error of the least squares mean (Table IV) indicates that this design is essentially a balanced design and very strong in relation to the main effects. (The standard errors for each characteristic are very close in value.)

TABLE III. Analysis of Variance for Forceful.

Source	df	SS	F value
Model	6	65.89	3.85
Costume	3	13.50	6.84**
Person	3	24.07	14.04***
Showing sequence	11	15.10	2.09*
Person x costume	9	11.59	1.96*
Error	281	184.81	

*Significant at the .05 level.

**Significant at the .001 level.

***Significant at the .0001 level.

A number of preplanned comparisons were undertaken to measure the significance of the differences in perception of personal characteristics due to costume. These differences are reported through the use of superscripts in Tables IV and V. For example, applicants were perceived significantly different (at the 0.05 level) in forcefulness only in costume 3.

Effect of person. This study was also designed to use person as one of two blocking variables in order to control variation associated with the applicants. The influence of person on the perception of forcefulness was significant at the 0.001 level with an F value of

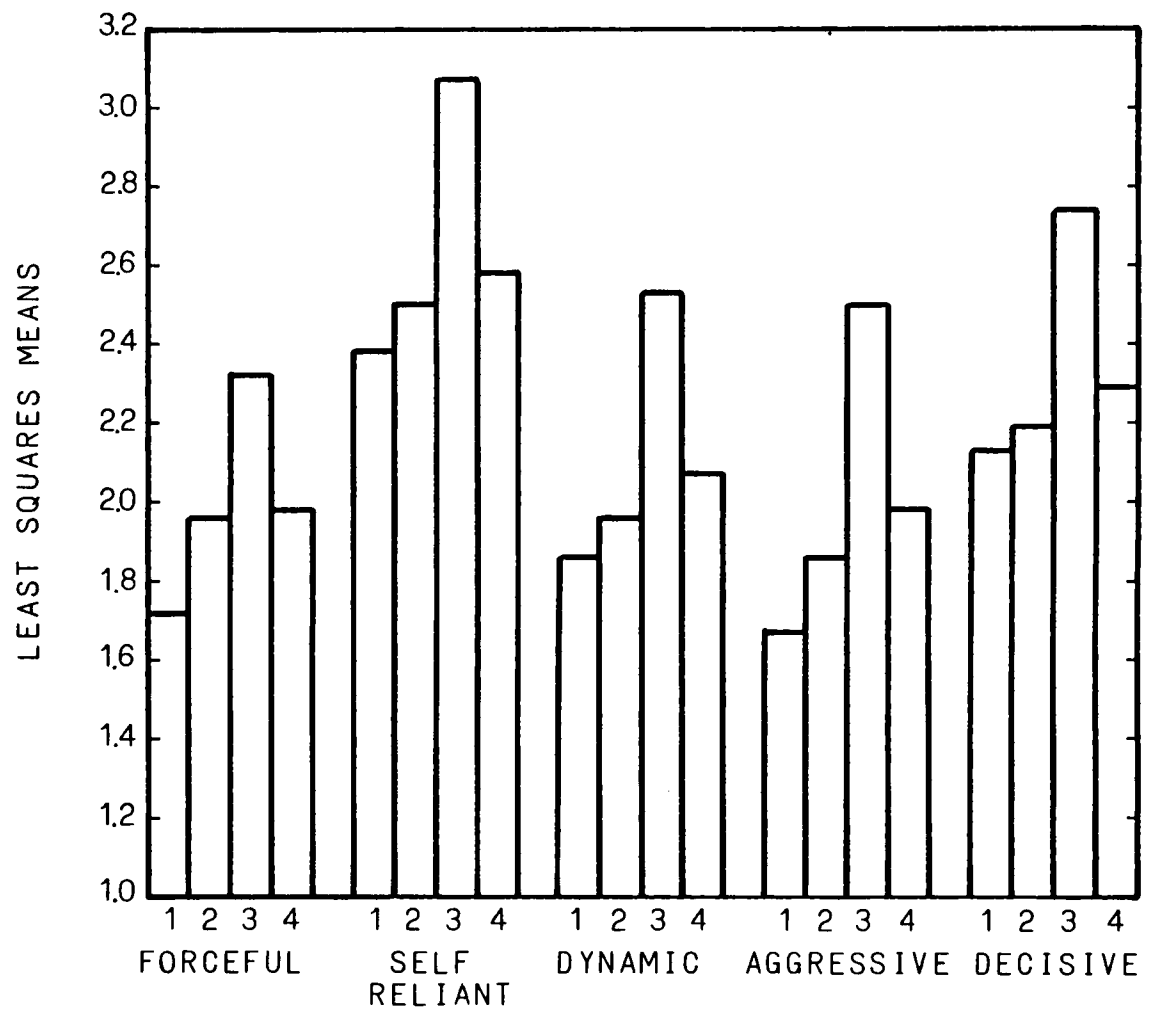


FIGURE II. Personal Characteristics Means for Costume

TABLE IV. Least Squares Means and Standard Errors for Variation in the Perception of Selected Personal Characteristics as Explained by Costume.

Personal Characteristic	Costume	Least Squares Mean*	Standard Error
Forceful	1	1.72 ^a	0.098
	2	1.96 ^a	0.098
	3	2.32	0.098
	4	1.98 ^a	0.098
Self Reliant	1	2.39 ^a	0.099
	2	2.51 ^a	0.100
	3	3.07	0.099
	4	2.58 ^a	0.100
Dynamic	1	1.86 ^a	0.112
	2	1.96 ^a	0.112
	3	2.53	0.112
	4	2.07 ^a	0.112
Agressive	1	1.68 ^a	0.101
	2	1.86 ^{ab}	0.102
	3	2.50	0.121
	4	1.98 ^b	0.102
Decisive	1	2.13 ^a	0.100
	2	2.19 ^a	0.100
	3	2.75	0.100
	4	2.29 ^a	0.100

*Least squares means carrying the same superscript are not significantly different from each other at the 0.05 level.

14.04 (Table III). Applicant 2, with a least squares mean of 2.47 of a possible 4.0, was perceived to be most forceful followed by applicants 3 and 1, with least squares means of 2.03 and 1.87, respectively. Applicant 4 was rated least forceful with a least squares mean of 1.62 (Table V). Forcefulness rating for each applicant may be seen graphically in Figure III.

Effect of showing sequence. Sequence of showing was used as a blocking variable in order to control the variation caused by the order in which persons and costumes were viewed by subjects. The influence of sequence of showing on the perception of forcefulness had an F value of 2.09 which was significant at the 0.05 level (Table III).

Effect of person x costume interaction. In addition to looking at the influence of costume, person, and sequence of showing on perception of personal characteristics, it was also important to look at the possible influence of person x costume interaction on perception of personal characteristics. Significant person x costume interaction would indicate that varying differences exist in the perceptions of personal characteristics depending upon the applicant wearing the costume. The influence of person x costume interaction on the perception of forcefulness was significant at the 0.05 level with an F value of 1.96. However, the magnitude of the interaction was relatively small compared to the main effect of costume. While applicants 1, 3, and 4 were perceived as most forceful in costume 3, applicant 2 was perceived as most forceful in costume 4 (Figure IV). Hays (1973, p. 498) explained that "The presence of interaction effects is a signal that in any predictive

TABLE V. Least Squares Means and Standard Errors for Variation in the Perception of Selected Personal Characteristics as Explained by Person.

Personal Characteristic	Person	Least Squares Mean	Standard Error
Forceful	1	1.87 ^a	0.097
	2	2.47	0.099
	3	2.03 ^a	0.099
	4	1.62	0.097
Self Reliant	1	2.59 ^a	0.098
	2	3.02	0.100
	3	2.63 ^a	0.100
	4	2.31	0.099
Dynamic	1	2.08 ^a	0.111
	2	2.65	0.113
	3	1.90 ^{ab}	0.113
	4	1.80 ^b	0.111
Aggressive	1	1.92 ^a	0.100
	2	2.45	0.102
	3	1.97 ^a	0.102
	4	1.68	0.101
Decisive	1	2.30 ^a	0.099
	2	2.78	0.101
	3	2.39 ^a	0.101
	4	1.89	0.099

*Least squares means carrying the same superscript are not significantly different from each other at the 0.05 level.

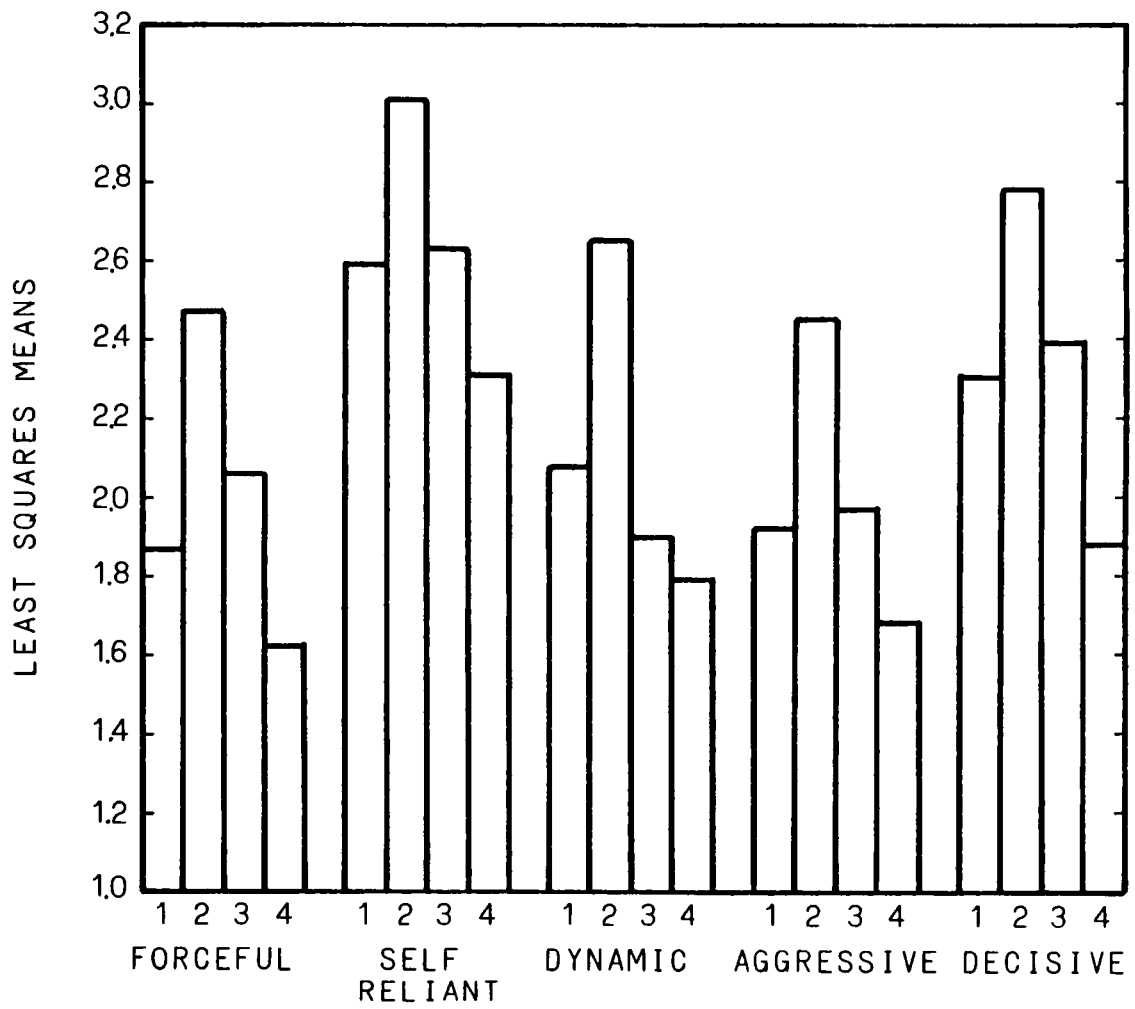


FIGURE III. Personal Characteristic Means for Person

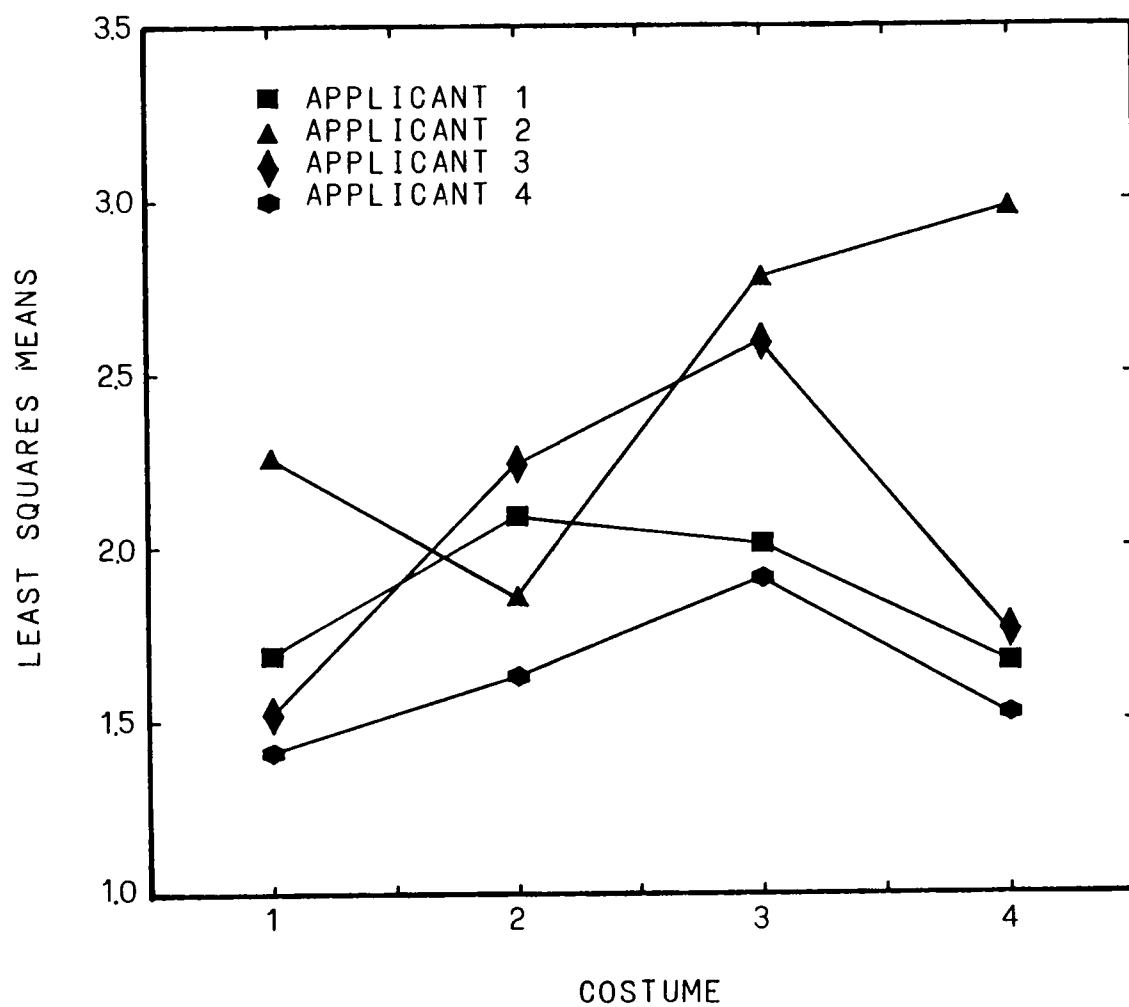


FIGURE IV. Person x Costume Interaction for Forceful

use of experimental results, effects attributed to particular treatments representing one factor are best qualified by specifying the level of the other." Therefore, the best possible prediction of the effect of costume on the perception of forcefulness may be made when the applicant wearing the costume is specified.

Self reliant. The influence of costume on the perception of self reliance was both positive and significant at the 0.001 level with an F value of 9.85 (Table VI). Again, the data indicated a curvilinear relationship between Yangness of costume and perception of self reliance. Applicants wearing costume 3 received the highest ratings of self reliance with a least squares mean of 3.07 of a possible 4.0 (Table IV). Applicants wearing costumes 4 and 2 were rated next with least squares means of 2.58 and 2.51 respectively (Figure II). When wearing costume 1, the applicants rated even lower with a least squares mean of 2.39. Examination of the planned comparisons showed that only costume 3 was significantly different in self reliance at the 0.05 level (Table IV, p. 63).

TABLE VI. Analysis of Variance for Self Reliant.

Source	df	SS	F value
Model	26	53.05	3.03
Costume	3	19.87	9.85*
Person	3	18.35	9.09*
Showing sequence	11	8.16	1.10
Person x costume	9	4.78	0.79
Error	281	189.01	

*Significant at the 0.001 level.

The influence of person on the perception of self reliance was significant at the 0.0001 level with an F value of 9.09 (Table VI). Applicant 2 was perceived as most self reliant with a least squares mean of 3.02 of a possible 4.0. Applicants 1 and 3 were also perceived as self reliant with least squares means of 2.59 and 2.63, respectively, while applicant 4 rated lowest in self reliance with a least squares mean of 2.31 (Table V).

The influence of sequence showing on the perception of self reliance was not significant. There were no significant differences in the perception of self reliance associated with the order of persons and costumes viewed.

The influence of person x costume interaction on the perception of self reliance was not significant. Each of the applicants rated highest on self reliance when wearing costume 3 and lowest when wearing costume 1. Thus, the relationship between costume and perception of self reliance is independent of the applicant wearing the costume.

Dynamic. The influence of costume on the perception of the applicant as dynamic was significant at the 0.0001 level with an F value of 7.57 (Table VII). The applicants were rated most dynamic when wearing costume 3 with a least squares mean of 2.53 of a possible 4.0 (Table IV). Costume 4 rated second, with a least squares mean of 2.07, followed by costumes 2 and 1 with least squares means of 1.96 and 1.86, respectively. Thus, a positive relationship exists for the first three costumes as shown in Figure II (p. 62).

The influence of person on the perception of dynamic was also significant at the 0.0001 level with an F value of 12.16 (Table VII).

TABLE VII. Analysis of Variance for Dynamic.

Source	df	SS	F value
Model	26	74.27	3.34
Costume	3	19.40	7.57*
Person	3	31.18	12.16*
Showing sequence	11	9.24	0.98
Person x costume	9	11.09	1.44
Error	281	240.5	

*Significant at the 0.0001 level.

Applicant 2 was perceived as most dynamic with a least squares mean of 2.65 of a possible 4.0. Applicant 1 ranked second with a least squares mean of 2.08, while applicants 3 and 4 ranked lowest with least squares means of 1.90 and 1.80, respectively (Table V, p. 65). Neither sequence of showing nor person/costume interaction had any significant influence on interviewers' perception of the applicants as dynamic.

Aggressive. The influence of costume on the perception of aggressiveness was significant at the 0.0001 level with an F value of 13.02 (Table VIII). Applicants wearing costume 3 were perceived as most aggressive with a least squares mean of 2.50 of a possible 4.0 (Table IV). Costume 4 was second, with a least squares mean of 1.98, followed by costumes 2 and 1 with least squares means of 1.86 and 1.68, respectively (see Figure II, p. 62).

Person was also a significant influence on the perception of aggressiveness at the 0.0001 level with an F value of 10.61 (Table VIII). Applicant 2 was perceived as most aggressive with a least squares mean of 2.45 of a possible 4.0 (Table V). Applicants 1 and 3 followed with

TABLE VIII. Analysis of Variance for Aggressive.

Source	df	SS	F value
Model	26	72.18	3.96
Costume	3	27.40	13.02**
Person	3	22.33	10.61**
Showing sequence	11	12.00	1.55
Person x costume	9	12.46	1.97*
Error	281	197.11	

*Significant at the 0.05 level.

**Significant at the 0.0001 level.

least squares means of 1.92 and 1.97, respectively. Applicant 4 was perceived as least aggressive with a least squares mean of 1.68.

The influence of sequence of showing on the perception of aggressiveness was not significant. Person x costume interaction was a significant influence of the perception of aggressiveness at the 0.05 level. Applicant 1 was perceived as most aggressive in costume 2 while the other applicants were perceived as most aggressive in costume 3. Person x costume interaction for aggressiveness is shown in Figure V.

Decisive. Costume was a significant influence on the perception of decisiveness at the 0.0001 level with an F value of 8.42 (Table IX). Applicants were perceived as most decisive when wearing costume 3, with a least squares mean of 2.75 of a possible 4.0, followed by costumes 4, 2, and 1 with least squares means of 2.29, 2.19, and 2.13 respectively (Table IV, p. 63). See Figure II, p. 62, for a graphic comparison of decisiveness ratings.

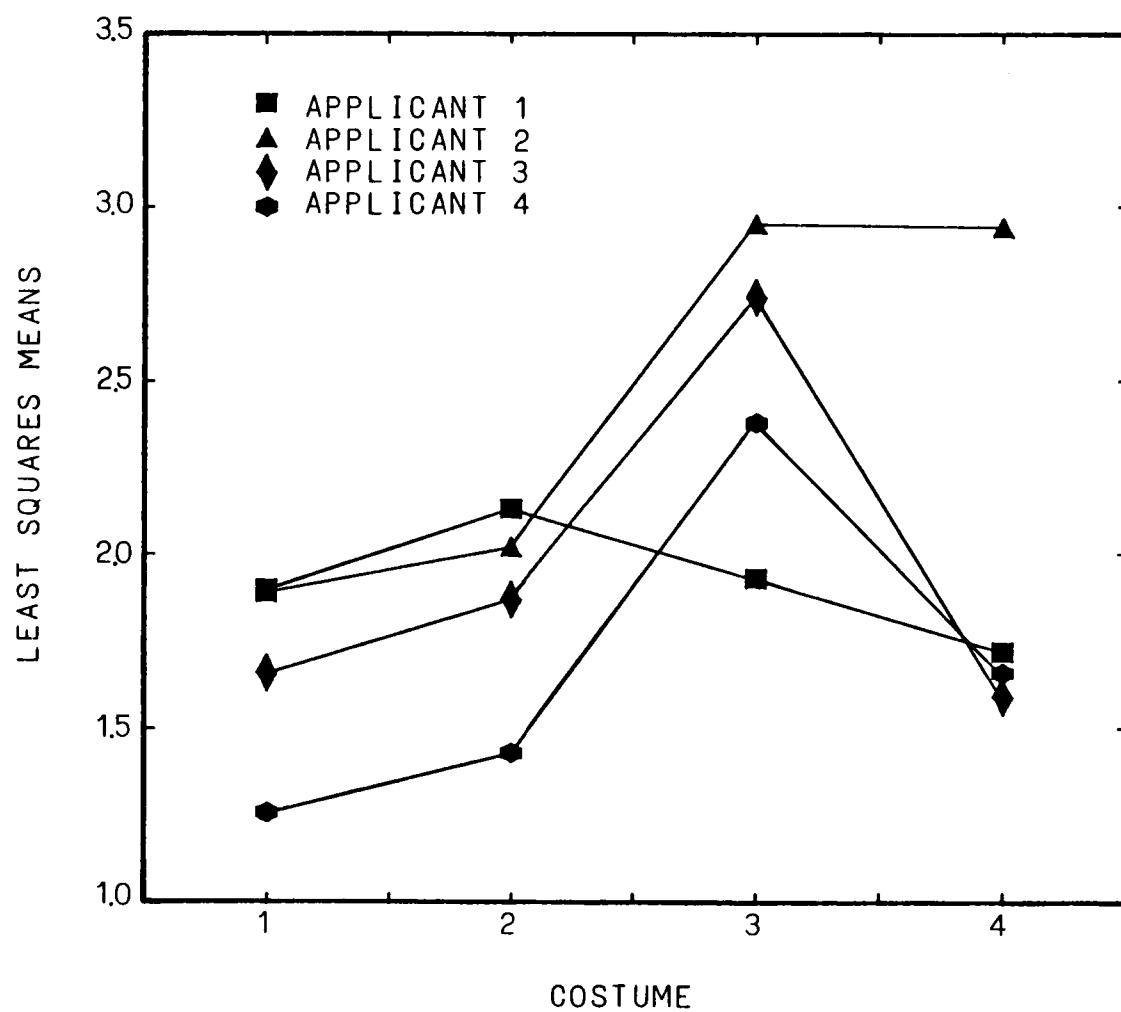


FIGURE V. Person x Costume Interaction for Aggressive

TABLE IX. Analysis of Variance for Decisive.

Source	df	SS	F value
Model	26	78.16	4.40
Costume	3	17.26	8.42***
Person	3	29.23	14.27***
Showing sequence	11	22.55	3.00**
Person x costume	9	11.61	1.89*
Error	281	181.92	

*Significant at the 0.05 level.

**Significant at the 0.001 level.

***Significant at the 0.0001 level.

The influence of person on the perception of decisiveness was also significant at the 0.0001 level with an F value of 14.27 (Table IX). Applicant 2 was rated as most decisive with a least squares mean of 2.78 of a possible 4.0; applicants 1 and 3 were next with least squares means of 2.30 and 3.39, respectively. Applicant 4 was rated lowest in decisiveness with a least squares mean of 1.89 (Figure III, p. 66).

Sequence of showing was a significant influence on the perception of decisiveness at the 0.001 level with an F value of 3.00. Person x costume interaction was significant at the 0.05 level with an F value of 1.89. All applicants, except applicant 1, rated best in costume 3, while applicant 1 rated best in costume 4 (Figure VI).

Null Hypothesis Two

No positive relationship exists between the Yangness (masculinity) of the costume worn by a female applicant for a middle management position and favorable hiring recommendation received by the applicant.

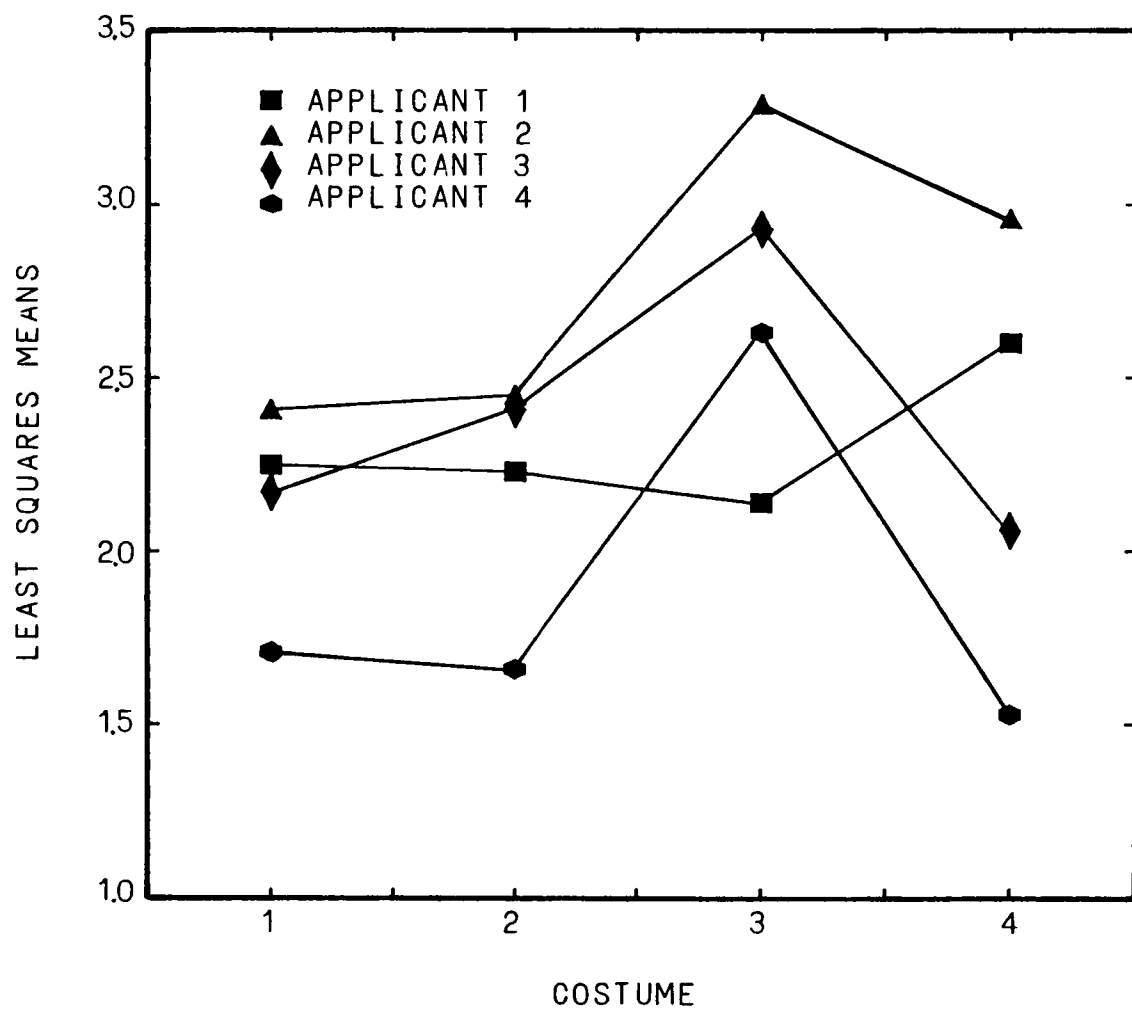


FIGURE VI. Person x Costume Interaction for Decisive

A three-way least squares analysis of variance was used to estimate the effect of costume, person, showing sequence, and person x costume interaction on the hiring recommendations received by each applicant. Both showing and person x costume interaction were non-significant and were therefore deleted from the model for hiring recommendations.

The influence of costume on hiring recommendations was both positive and significant at the 0.05 level with an F value of 3.30 (Table X). While a positive relationship between Yangness of costume and favorable hiring recommendations existed for the first three costumes, costume 4 (the most Yang costume) rated less favorable than costume 3. Applicants elicited the most favorable hiring recommendations when wearing costume 3 with a least squares mean of 2.75 (Table XI). Costumes 2 and 4 were almost equal in overall hiring recommendations with least squares means of 2.53 and 2.51, respectively. Hiring recommendations associated with costume 1 were lowest with a least squares mean of only 2.20. Hiring recommendations associated with the costumes can be seen graphically in Figure VII.

Table X. Analysis of Variance for Hiring Recommendations.

Source	df	SS	F value
Model	6	33.73	4.79
Costume	3	11.60	3.30*
Person	3	21.06	5.99**
Error	299	350.76	

*Significant at the 0.05 level.

**Significant at the 0.001 level.

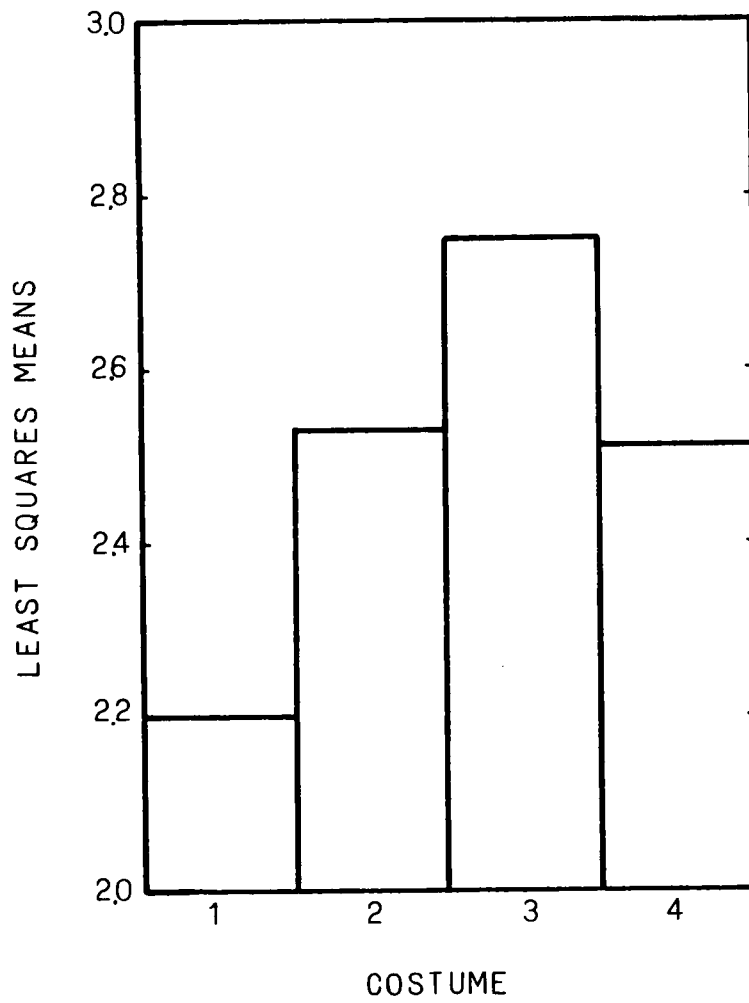


FIGURE VII. Hiring Recommendation Means for Costume

The influence of person on hiring recommendations was significant at the 0.001 level with an F value of 5.99 (Table X). Applicant 1 received the most favorable hiring recommendations with a least squares mean of 2.79 followed by applicants 3 and 2 with least squares means of 2.64 and 2.48 respectively (Table XI). Applicant 4 received the poorest hiring recommendations with a least squares mean of 2.08. Inspection of the planned comparisons showed the hiring recommendations received by applicant 4 to be significantly lower (at the 0.05 level) than the recommendations received by the other three applicants (Table XI). Hiring recommendations received by each applicant can be compared graphically in Figure VIII.

Discussion of Findings

The influence of costume was both positive and significant for each of the five personal characteristics. Costume 3 best conveyed each of the personal characteristics; costume 4 was always a distant second followed closely by costume 2. Costume 1 (the least Yang costume) consistently rated lowest in conveying the personal characteristics evaluated. While a positive relationship was found between Yangness of costume and each of the personal characteristics for the first three costumes, costume 4 was rated lower than costume 3 for each characteristic (Figure II, p. 62).

Difficulty exists in explaining why applicants wearing costume 4 were perceived to be less forceful, self reliant, dynamic, aggressive and decisive than applicants wearing costume 3. However, a number of possible explanations can be found by considering the design elements present in costume 4.

TABLE XI. Least Squares Means and Standard Errors for the Effect of Costume and Person on Rank.

	Least Squares Mean*	Standard Error
Costume 1	2.20 ^a	0.124
Costume 2	2.53 ^{ab}	0.124
Costume 3	2.75 ^b	0.125
Costume 4	2.51 ^{ab}	0.126
Person 1	2.79 ^a	0.125
Person 2	2.48 ^a	0.124
Person 3	2.64 ^a	0.124
Person 4	2.08	0.126

*Least Squares means carrying the same superscript are not significantly different from each other at the 0.05 level.

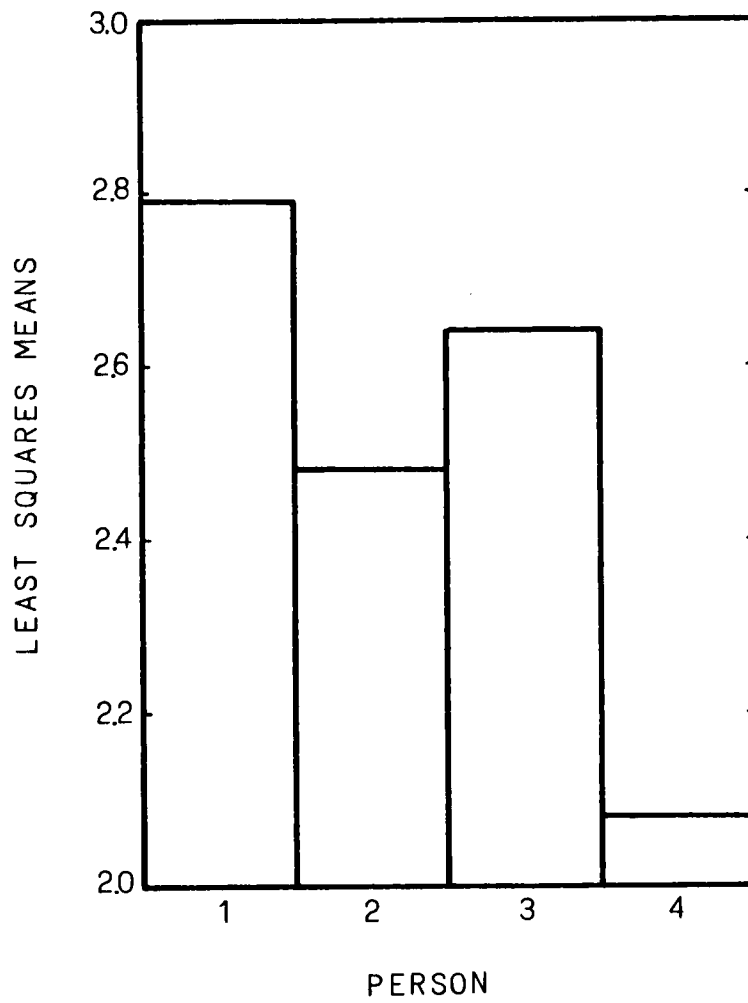


FIGURE VIII. Hiring Recommendation Means for Person

Color is one of the most powerful means of conveying personal characteristics. Perhaps the dark navy was perceived to be harsh, regimental or even depressing. Also, the stark color contrast between the dark navy suit and the white blouse may have appeared too severe to be perceived as very appropriate for women.

Lines and detail of a garment are also important means for conveying personal characteristics. Costume 4 emphasized only vertical and strong angular lines--typically masculine design elements. Neither the suit nor the blouse had horizontal or curved lines present, which would tend to soften the masculine effect of the costume.

Furthermore, the suit fabric was a heavy texture--also a Yang attribute. Thus, costume 4 was a very Yang mode of dress exhibiting few Yin attributes.

The way in which perception of an individual is influenced by clothing attributes is learned and depends upon the observer's past experiences. Thus, one may speculate if the subjects were not accustomed to associating with women who wear very Yang (masculine) clothes, they might perceive applicants in costume 4 to be less appropriately dressed than applicants in costume 3.

A similar rationale may be used to explain why costume 4 did not receive the most favorable hiring recommendations as hypothesized. Certainly, the possibility that costume 4 was perceived as too masculine and therefore inappropriate must be considered. Previous reference has been made to the fact that very masculine clothing make men feel uncomfortable and convey an inappropriate image (Molloy, 1977; Williams, 1977). Perhaps some interviewers felt uncomfortable with applicants in

costume 4 and conveyed this impression through less favorable hiring recommendations.

The possibility that subjects, unlike the panel of judges, perceived costume 3 to be more Yang (masculine) than costume 4 may be an alternative explanation. Finally, the influence of extraneous variables of which the researcher is unaware, may have influenced costume ratings.

The influence of person was significant for each of the personal characteristics. The applicants were chosen for diversity in several personal attributes, therefore it is not surprising that person is one of the major sources of influence on interviewers' perceptions of personal characteristics. The relationship among the applicants' ratings appears to be consistent for each of the characteristics. Applicant 2 best conveyed each of the personal characteristics. Applicants 1 and 3 received similar ratings for each of the personal characteristics while applicant 4 was consistently rated lowest.

Reasons why one applicant consistently rated highest on each characteristic while another consistently rated lowest are not readily apparent. Certainly, there are any number of personal attributes or combinations of attributes which could have influenced interviewers' perceptions of the applicants.

Consideration must be given to the influence of other non-verbal communication such as gestures and facial expressions on perception of personal characteristics. Although every effort was made to control for these variables when filming the applicants, reexamination of the videotapes indicated that minor differences in the applicants' behavior were present. While these differences may be

considered qualitative rather than quantitative (variation in the style of a handshake, for example) they can influence one's perception of the individual.

Further perusal of the data revealed that those characteristics perceived as most important by the subjects were also the characteristics most readily perceived by the subjects when viewing the videotapes. Figure I, p. 57, shows self-reliance and decisiveness were rated by the sample as the most important characteristics. Moreover, subjects consistently evaluated the applicants highest in self-reliance and decisiveness. This can be seen from a comparison of Figures II and III (pages 62 and 66) with Figure I. Perhaps subjects were most sensitive to those characteristics which they felt were most important.

There was some discrepancy between personal characteristics ratings and hiring recommendations received by applicants 1 and 2. While applicant 2 best conveyed the personal characteristics rated by the interviewers, applicant 1 received the most favorable hiring recommendations. There may have been person specific intervening variables influencing the interviewers' hiring decisions which were not totally accounted for by the research methodology.

The costumes which best conveyed the personal characteristics also received the most favorable hiring recommendations (compare Figures II and VII, pp. 62 and 76). Costume 3, which best conveyed each of the personal characteristics, also rated highest on hiring recommendations. Costumes 2 and 4 received similar ratings for both personal characteristics conveyed and favorable hiring recommendations

while costume 1 consistently rated lowest on both personal characteristics conveyed and hiring recommendations.

It is possible to generalize that increased Yangness of a costume results in increased perception of Yang characteristics and in more favorable hiring recommendations. However, there is some evidence to indicate that costumes which are very Yang (masculine) may not rate as well as costumes which incorporate some Yin attributes. For example, costume 3 was a well tailored suit, which could be characterized as predominantly Yang with a few Yin attributes (light color, bow at neck) while costume 4 was extremely Yang in appearance (dark navy, well tailored, contrasting blouse with angular lines). One might speculate that costume 4 would have rated better if it had incorporated a few Yin attributes such as a soft bow at the neckline. Nevertheless, the findings indicate that it would be better for a woman to risk appearing too masculine rather than too feminine when applying for a middle management position, as costume 4 (the most Yang costume) consistently rated better than costume 1 (the least Yang costume).

CHAPTER V

SUMMARY, CONCLUSION, AND IMPLICATIONS

Summary and Conclusion

This interdisciplinary research explored the effect of costume on interviewers' perceptions of personnel characteristics and on subsequent hiring recommendations for women applying for middle management positions. Symbolic interaction theory provided a conceptual framework for this research on the significance of clothing in person perception.

Based on the conceptual analysis, this research was designed to investigate the relationship between Yangness of costume and (1) perception of selected personal characteristics and (2) hiring recommendations for women applying for middle management positions. The hypotheses were: (1) a positive relationship exists between Yangness (masculinity) of mode of dress worn by a female applicant for a middle management position and the personal characteristics attributed to her, and (2) a positive relationship exists between Yangness of the costume worn by a female applicant for a middle management position and favorable hiring recommendations received by the applicant.

Four costumes were selected to convey four distinct levels of Yangness. Four female applicants were videotaped in each of the four experimental costumes in a simulated interview.

An incomplete block design incorporating two simultaneous blocking variables, person and showing sequence, was used to isolate

the effect of costume. Each subject viewed four of the 16 videotapes, each of the four applicants in a different costume, in a systematically selected sequence.

The sample was comprised of 77 personnel administrators attending the Tennessee Industrial Personnel Conference, April 1981. The subjects were involved in a number of personnel administrative functions as a regular part of their jobs.

A three-way least squares analysis of variance was used to test the hypotheses. Least squares means and standard errors were used to evaluate the sensitivity of the design in determining the effect of costume independently of other effects.

The results of this study showed costume to have both a positive and significant effect on the perception of each of the personal characteristics, therefore null hypothesis I was rejected. The findings further showed a positive relationship between Yangness of costume and favorable hiring recommendations, thus null hypothesis II was also rejected.

The findings led to the conclusion that, within an acceptable range, the more Yang the costume, the better it conveys Yang characteristics and elicits favorable hiring recommendations for women applying for middle management positions. Thus, a female applicant's mode of dress does provide an avenue for conveying the personal characteristics necessary for middle management and for improving the favorability of the hiring recommendations received by the applicant. If an applicant understands how clothing conveys certain personal characteristics, she can manipulate her mode of dress to enhance the image

she wishes to convey to the interviewer.

Limitations of the Findings

Perception of an individual in an actual interview situation is infinitely more complex than the perception of the individual under controlled conditions where no interpersonal interaction takes place. Many more cues are involved in the total stimuli. An applicant's mode of dress would be expected to play a less significant role in an actual interview situation.

Although more Yang costumes better conveyed personal characteristics and elicited more favorable hiring recommendations, these findings may not apply to a specific individual. Significant interaction effects were present for three of the five personal characteristics evaluated. Therefore, the effectiveness of a costume in conveying personal characteristics may depend, in part, upon the individual wearing the costume.

A limited number of costumes and applicants were included in this study. Also, the subjects were limited to the personnel administrators attending the Tennessee Industrial Personnel Conference, and thus may not be representative of all personnel administrators.

Implications and Recommendations

The focus of this study was influenced by the lack of women at middle and upper level management positions and the importance of promoting the employment of women in managerial positions. To underscore this, in 86% of the companies represented by this sample, fewer than 10% of the middle managers were women.

This study has important implications for women in management, those aspiring to management, as well as women in all professional and business positions. Although mode of dress is only one of many variables influencing an interviewer's perception of an applicant, it is one variable which is relatively easily changed. Therefore, it is in the applicant's best interest to manipulate her mode of dress in order to promote the kind of impression she wishes to make.

A major contribution of this study was to provide a theoretical background and empirical support for the influence of dress on the perception of women applying for management positions.

Based on the findings of the study, other contributions are as follows:

1. This research expands the field of knowledge on the role of dress in perception and subsequent interaction.
2. The findings show one can select clothing to promote the observer's perception of desired personal characteristics.
3. The findings show one can select clothing which will increase the probability of receiving favorable hiring recommendations.

Recommendations for Further Research

The hypotheses, formulated on the basis of the theoretical framework and previous research concerning the influence of clothing on the perception of persons, provide some direction for future research in this area.

This study focused on the relationship between Yangness of costume and interviewers' perceptions of five characteristics

identified as important for middle managers. Research is needed which focuses on additional personal characteristics important for management success. It is recommended that this study be replicated after identifying a more comprehensive list of personal characteristics. An open-ended technique could be used to determine which personal characteristics are most salient to personnel managers when making hiring decisions at the middle management level.

Findings of this study indicated that, within an acceptable range, more Yang costumes better convey Yang characteristics and elicit more favorable hiring recommendations than less Yang costumes. Replication of this study with costumes representing more levels of Yangness and a wider variety of ensembles--including pant suits--might provide additional information regarding the most favorable range of costume Yangness for women applying for managerial positions.

The type of business organization may influence the range of clothing that is perceived as appropriate for female managers. The subjects for this study were primarily from manufacturing companies; therefore a logical extension of the research would be to replicate the study using subjects from other industries--for example wholesale and retail trade, finance, insurance, and real estate. It would be useful to determine whether or not the influence of mode of dress on the perception of personal characteristics differs appreciably when being viewed by personnel administrators from different industries.

The respondents in this study were primarily male. Are women more (or less) sensitive than men to the influence of clothing on

perception of personal characteristics? Does the age of the respondent make a significant difference in how the applicants are perceived? Replications of this study with larger numbers of subjects or with all male or all female subjects could provide insight to these areas of concern.

Finally, this study focused primarily on how costume influences perception of personal characteristics of female applicants in general, and thus may not be useful to predict one's perception of an individual applicant. Further research dealing with interaction of person and costume would be particularly useful to individuals interested in selecting clothing to help them best convey desired personal characteristics.

Replications of this study varying personal coloring, hair styles, body types, and height of applicants while holding other variables constant would provide much valuable information regarding the interaction of person and costume. Other studies might vary the jewelry and/or accessories used by the applicants while holding other variables constant. And certainly, a similar study using male rather than female applicants could begin to ascertain the influence of mode of dress on the perception of men applying for middle management positions.

Lastly, this design could be expanded to include a more comprehensive study that would delineate several factors which influence the perception of personal characteristics and the decision to hire management personnel. Such a design could include audio as well as video stimuli and applicant resumes. The researcher could then vary

the work experience, educational background, references, and responses to interview questions as well as mode of dress for each applicant. Such a design would provide a more realistic look at the influence of mode of dress--compared with the influence of several other important variables--on the perception of personal characteristics and subsequent hiring decisions.

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APPENDICES

APPENDIX A

COSTUME RATING FORM

Please rate this costume on how well it seems to convey Yang (masculine) characteristics. Circle the number that corresponds to the degree of masculinity or femininity that the overall costume conveys.

very feminine	somewhat feminine	somewhat masculine	very masculine
: 1	: 2	: 3	: 4 :

How well does this costume seem to convey each of the following personal characteristics?

	very	somewhat	little	not at all
forceful	: _____ :	: _____ :	: _____ :	: _____ :
self-reliant	: _____ :	: _____ :	: _____ :	: _____ :
dynamic	: _____ :	: _____ :	: _____ :	: _____ :
aggressive	: _____ :	: _____ :	: _____ :	: _____ :
decisive	: _____ :	: _____ :	: _____ :	: _____ :
objective	: _____ :	: _____ :	: _____ :	: _____ :
realistic	: _____ :	: _____ :	: _____ :	: _____ :

APPENDIX B

Judges' ratings on how well the four experimental costumes seemed to convey Yangness (masculinity).

very feminine		somewhat feminine		somewhat masculine		very masculine
: AAAA	:A	BBBB	C:	CCCC	D:	DDD :

APPENDIX C

The following photos of each applicant in each experimental costume were made during the simulated interviews which were videotaped for use in the data collection.



Applicant 1
Costume 1



Applicant 1
Costume 2



Applicant 1
Costume 3



Applicant 1
Costume 4



Applicant 2
Costume 1



Applicant 2
Costume 2



Applicant 2
Costume 3



Applicant 2
Costume 4



Applicant 3
Costume 1



Applicant 3
Costume 2



Applicant 3
Costume 3



Applicant 3
Costume 4



Applicant 4
Costume 1



Applicant 4
Costume 2



Applicant 4
Costume 3



Applicant 4
Costume 4

APPENDIX D

THE UNIVERSITY OF TENNESSEE RESEARCH QUESTIONNAIRE

Directions: Please answer each question completely. Your responses will remain anonymous, so please do not sign your name.

1. Age: under 25___ 26-35___ 36-45___ 46-55___ over 55___
2. Sex: male___ female___
3. What is the primary function of your company?
___ contract construction
___ manufacturing
___ transportation or other public utilities
___ wholesale or retail trade
___ finance, insurance, or real estate
___ services or miscellaneous
___ government
___ mining
___ other (specify)_____
4. How would you describe the management style of your company?
very conservative___ conservative___ liberal___ very liberal___
5. What is your present job title?_____
6. Which of the following administrative functions are a part of your present job?
(Check all that apply.)
___ interviewing applicants for management positions
___ evaluating performance of subordinates
___ supervising subordinates
___ recruiting personnel for management positions
___ formulating administrative policies and procedure
___ making or participating in decisions about promotions, terminations, and transfers
___ counseling employees
___ other (please list)_____
7. How long have you been in your present position?
___ less than one year
___ one to five years
___ six to ten years
___ over ten years
8. Have you worked previously in personnel selection? yes___ no___
If yes, for how many years?
___ less than one year
___ one to five years
___ six to ten years
___ over ten years

Since the levels of management do not have universal meaning, please apply the following definitions in answering questions 9-14.

TOP MANAGERS Those individuals whose duties and responsibilities include major policy formulation.

MIDDLE MANAGERS Those individuals whose duties and responsibilities include planning and coordination within policy limitations. Includes responsibilities which fall between those of top managers and those of first line managers or supervisors.

FIRST LINE MANAGERS OR SUPERVISORS Those individuals who are directly responsible for workers' performance. Included in this group are foremen, assistant foremen, office supervisors and all other personnel who have comparable duties and responsibilities.

9. Please indicate some titles of positions in your company which meet the definition of middle manager.
1. _____ 3. _____
2. _____ 4. _____
10. Are you normally involved in the selection of personnel to fill these positions?
usually _____ sometimes _____ never _____
11. What is the salary range of the middle managers in your company? (optional)
- _____ \$15,000 to \$25,000
_____ \$26,000 to \$35,000
_____ \$36,000 to \$45,000
_____ over \$45,000
12. Approximately what percentage of the middle managers in your company are women?
0-10 percent _____ 11-25 percent _____ 26-50 percent _____ over 50 percent _____
13. How frequently do most of the middle managers in your company come in contact with the public in the course of their jobs?
often _____ sometimes _____ seldom or never _____
14. How important do you feel each of the following personal characteristics is in making hiring decisions for middle managers? (Put a check in the appropriate square.)

	not important	slightly important	somewhat important	very important
forceful	☐	☐	☐	☐
self reliant	☐	☐	☐	☐
dynamic	☐	☐	☐	☐
aggressive	☐	☐	☐	☐
decisive	☐	☐	☐	☐

End of Part I

APPLICANT RATING FORM

How well does the appearance of this applicant for a middle management position convey the following personality characteristics?

	not at all	slightly	somewhat	very
forceful	☐	☐	☐	☐
self reliant	☐	☐	☐	☐
dynamic	☐	☐	☐	☐
aggressive	☐	☐	☐	☐
decisive	☐	☐	☐	☐

Applicant _____
(for researcher's use only)

Assume these four applicants are equally qualified in terms of résumé and work experience. Using your perceptions about the individual based on personal appearance, would you please rank these applicants from most likely to be hired to least likely to be hired for a middle management position. Denote them as applicant A, B, C, and D in the order in which you viewed them.

Most likely to hire _____

Second choice _____

Third choice _____

Least likely to hire _____

The University of Tennessee Research Questionnaire

Consent Form

1. When filling middle management positions, personnel officers frequently must choose from applicants who are equally qualified in terms of work experience, references, etc. In such cases the appearance of the applicant may be a strongly influencing factor in the selection process.
2. Minimal risk is involved with participation in this study. Interviewers may pay slightly more attention to applicant's appearance as a result of this study.
3. There will be little direct benefit to the subjects except perhaps to make personnel officers more aware of the influence of appearance in the selection decision.
4. Any questions regarding procedures involved or results obtained will be answered by the researcher (Sandra Forsythe, The University of Tennessee, Knoxville, 974-2141).
5. Any participant is free to withdraw consent and to discontinue participation in the project at any time. Your participation will require approximately 12 minutes. All responses will remain anonymous.

Signature

Date

VITA

Sandra Monk Forsythe was reared in New Tazewell, Tennessee where she received her early education. Upon completion of her junior year at Claiborne County High School, she entered East Tennessee State University where she was graduated Cum Laude with a Bachelor of Science degree in Home Economics. She received her Master of Science degree in Clothing, Textiles and Related Science from the Virginia Polytechnic Institute and State University in 1976.

Mrs. Forsythe taught Home Economics at Church Hill High School, Church Hill, Tennessee, worked with The University of Tennessee Agricultural Extension Service as an Extension Home Economist for Hancock County, and was a Home Economics Instructor at Shepherd College, Shepherdstown, West Virginia.

While enrolled in the interdisciplinary doctoral program at The University of Tennessee, Knoxville, Mrs. Forsythe was awarded the Ida Anders Scholarship. She is currently a member of the American and Tennessee Home Economics Associations, Omicron Nu, Kappa Delta Pi, Association of College Professors of Textiles and Clothing, and the Academy of Marketing Science.

Mrs. Forsythe is married to Mr. Noel R. Forsythe. They have three children, Michael, Jennifer, and Jonathan.