

**STATUS DEMARCATION IN MILITARY OFFICE ENVIRONMENTS:  
A CASE STUDY**

**BY**

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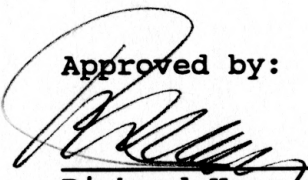
**A MASTER'S THESIS**  
**submitted in partial fulfillment of the**  
**requirements for the degree**

**MASTER OF ARCHITECTURE**  
**College of Architecture and Design**

**Kansas State University**  
**Manhattan, Kansas**

**1992**

**Approved by:**



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**Richard Hoag**  
**Major Advisor**

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ABSTRACT



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As the number of workers employed in offices continues to grow, attention of behavioral scientists has been drawn to the relationship between the physical environment of workspaces and employee behavior. Previous research emphasized employee satisfaction and productivity in the work environment. The symbolic qualities of workspaces, however, have been largely ignored. This study focused on status demarcation as a symbolic property of workspaces in selected military environments.

The objective of this study was to assess status demarcation in four Army National Guard armories located in the Northeast Kansas communities of Topeka, Manhattan, Junction City and Emporia. Differences perceived by employees were examined, as was the influence of a military environment on status demarcation.

This study suggested that status demarcation is a common practice in National Guard offices, although it takes a very particular form due to military organizational structure. Status demarcation should be an essential element in military office planning, along with consideration of the functional needs of each workspace. An understanding of the symbolic properties of workspaces in an organization can provide office employees with workspaces that match their status expectations, improving their satisfaction, and thus their productivity.



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## CHAPTER 1

### INTRODUCTION

Over the last three decades, the growing number of workers employed in offices has prompted study of the relationship between the physical environment of workplaces and employee behavior. According to one estimate (Giuliano, 1982), half of the United States labor force works in offices. The productivity of these employees affects both the competitive position of American industry and the effectiveness of government bureaucracy. Previous research on organizational effectiveness has emphasized the contribution of the workspace to employee satisfaction, productivity, and other job-related behaviors (Sundstrom, 1986).

The work environment has a variety of functional qualities that are usually considered in office design. However, the symbolic qualities of workspaces typically receive little attention in design and in research. The office environment clearly serves at least one symbolic role: the demarcation of status (Konar et al., 1982). Positions in the organizational hierarchy are represented through the symbolic character of employee workspaces, as reflected by physical surroundings (Steele, 1973; Duffy

1969; Halloran 1978). The symbolic qualities of environments therefore are an important way of conveying position or status.

This thesis will explore the demarcation of status in military office environments. Previous research typically has investigated work environments in the private sector. Government organizations usually mandate status demarcation through the use of explicit and often implicit standards and values that give individuals at different ranks a range of workspace options, such as amount of space or kind of furniture. In the military, explicit guidelines regarding status demarcation of offices also are used.

This thesis takes the following order. First, a description of terms and background information regarding status demarcation based on previous research is presented in this chapter, together with a conceptual framework used for the study of National Guard office environments. Next, chapter two introduces the Kansas National Guard armories and their population, as a basis for describing the research approach which follows. In addition, the findings of the study are presented in detail in chapters three and four. Finally, the interpretation of results is discussed in chapter five in order to present the practical and theoretical implications of this research.

## Status Demarcation

The term "status" refers to a person's value in an organizational hierarchy in comparison to other individuals. It often coincides with formal rank within the organization, i.e., the higher the rank, the higher the status. Workspaces appear to vary systematically with the status of employees within and across organizations. Traditionally, the most basic workspace characteristics, such as desk type and chair shape, have been dictated in part by status considerations. For example, in many organizations an employee moves to a larger office with a larger desk after receiving a promotion. The practice of differentiating workspaces as a function of status through the use of the physical setting is termed "status demarcation" (Sundstrom, 1982). Office managers, designers and behavioral researchers are concerned primarily with the pervasiveness of status demarcation, and its effects on both individuals and organizations.

### **Pervasiveness of Status Demarcation**

Status demarcation is an important attribute of office corporations. Blumberg (1974) argued that the use of status symbols has declined due to ease of access in today's egalitarian society. He envisions a time in the future when status will not be discernible through physical objects because people has greater access to previously highly valued status symbols. More recently, Kanter (1983) observed a relative absence of status

demarcation in some firms. For example, the use of offices of the same size promotes similar environmental conditions, thus diminishing status demarcation. Duffy (1969), however, argued that other objects are used to demarcate status as traditional status symbols become more common. For instance, the "German office landscape" design removes opportunities for status demarcation through use of modular furniture systems with similar materials and finishes. Other devices, such as corner location, are required to differentiate status.

### **Effects on Individuals**

The study of the effects of status demarcation on individuals has provoked different reactions among researchers. Some claim the practice of status demarcation in office environments harms the self-esteem of people at the lower levels of an organizational hierarchy, while enhancing the ego of those individuals at the top. A preoccupation with external appearance thus becomes evident. (Mortenson, 1963; Packard, 1959; Peck, 1980). Status demarcation from this perspective is seen as a hazardous practice, creating misunderstandings among people at different status levels.

Others have suggested that status demarcation is a harmless compensation system that contributes to the satisfaction of individuals who deserve incentives and rewards (Buss, 1982; Smith, 1970). For example, a promotion that accompanies a move to a larger office may increase

satisfaction and, thus, performance.

Another position is less commonly held, however. Its defenders have argued that status demarcation can be a useful way to communicate and emphasize the organizational hierarchy and the position of its employees ("Iron Age", 1969).

### **Effects on Organizations**

Status demarcation is important in the organization through its effects on both individual compensation and organizational communication. If viewed as a system that compensates an employee's values through privileges, status demarcation seems to contribute to organizational productivity. Promotions or demotions are usually accompanied by changes in environment. Promotions tend to result in workspace enhancements or relocation to a more desirable office; withdrawal of special features, such as a sophisticated telephone system, or relocation to a less desirable office is characteristic of demotion. Since status markers have great value as rewards, they can affect employee satisfaction and motivation either positively or negatively.

If an individual perceives that what he or she receives from the organization is equal to that of others with similar performance, enhanced satisfaction may result (Adams, 1965). Furthermore, people often expect their workspace to correspond to their sense of status. The perception that one's own workspace reflects one's status



is known as status support (Sundstrom, 1982).- Appropriate status demarcation thus can heighten satisfaction and performance.

Status demarcation also can affect the organization through two forms of communication: clarifying "who is who" and indicating which behaviors are appropriate. On the one hand, status markers are reminders of each person's position. With accurate demarcation, visitors quickly can be aware of the status of the individual with which they are interacting. For example, an employee working in a small space may be perceived as having limited authority. On the other hand, status markers suggest norms that set limits on appropriate behavior with that individual. An employee in a large, nicely furnished office may receive greater respect from individuals than one assigned to a smaller, more sparsely appointed workspace. Status demarcation, thus, serves to increase predictability of behavior and can ease communication (Barnard, 1946; Konar et al., 1982).

### Status Markers

Physical objects that differentiate, communicate, and support status are known as status markers. These objects are typically identified by their scarcity, desirability, and association with individuals of high status (Blumberg, 1974). Physical objects also convey the entire range of status levels. For example, small metal

desks are associated most often with low status (Duffy, 1969). Research conducted by Konar and associates (1982) indicates that the many features of workspaces traditionally recognized as status markers appear to cluster into five distinct categories. These categories were derived from the earlier research of Duffy (1969):

- \* quantity and quality of furnishing in a workspace;
- \* location of workspace in relation to other workspaces;
- \* size of workspace;
- \* privacy, or the individual's ability to extend control over access to his or her workspace; and
- \* ability of the worker to personalize his or her workspace.

Another category, made necessary by increased office technology, is described as a worker's access to extra amenities and facilities (Buss, 1982).

### **Quantity and Quality of Furnishings**

Furnishings serve as demarcators of status. Individuals with higher status appear to have a greater variety of furniture. The symbolic properties of furniture materials are a good example; while wood is more likely to be used in the offices of high-status individuals, metal desks indicate lower status. Furniture size also varies with status: the higher the rank, the larger the desk and chair. Other important symbols of status include the quantity and size of materials of functional accessories, such as desk ornaments, waste baskets, clothes racks,

draperies, and phones, as well as the quality of decorative items such as rugs, carpeting, paintings, credenzas, coffee tables, and couches.

### **Location**

The status of an individual can be suggested by the location of his or her workspace. Corner locations appear to be the most desirable locations. In tall office buildings, the higher floors often are occupied by individuals of higher status. Another important consideration about workspace location is its proximity to other items of perceived value, e.g. windows, entrances or individuals of higher rank.

### **Size of Workspace**

The size or amount of floorspace is also a symbol of status. Size appears to vary systematically with rank: individuals with higher rank often have larger workspaces. Many organizations have explicit standards for the floorspace allocated to individuals at each rank or employee level (Duffy, 1976). Even organizations without explicit standards have guidelines for space allocation based on status (BOSTI, 1981).

### **Privacy**

Physical enclosure of workspaces often denotes the status of an occupant, as the privacy obtained by enclosures apparently corresponds closely with rank. Individuals of higher status have more private workspaces

and greater control over access. (Konar et al, 1982; Sundstrom, Bart, and Kamp, 1980). In private offices, the occupant can close the door, thus visually discouraging intrusions. Where open-plan offices are used, the number of sides of the workspace and the height of the enclosures serves as status markers.

### **Personalization**

The degree of personalization in a workspace can be used to suggest the status of the occupant. In general, high status is associated with the freedom to personalize a workspace by making choices about the appearance and arrangement of the physical environment. Some organizations have explicit regulations regarding personalization, usually restricting this opportunity to higher-status individuals.

### **Access to Extra Amenities and Facilities**

Access to extra amenities and facilities can be used as a symbol of status. Individuals with higher ranks usually possess high-technology management aids, including audio-visual systems, and videophones. Other sophisticated devices, such as facsimile machines and special computers, are now entering the private office. Personal gyms or adjacent meeting facilities also are symbols of status.

### Objectives of the Study

Since little empirical evidence exists on the subject of status demarcation, the purpose of this research is to extend current knowledge through the study of military offices. In this regard, this study assesses status demarcation in Army National Guard workspaces. Specifically, the workspace status markers of Kansas Army National Guard employees of different ranks is described. In addition, the extent to which these armory employees perceive differences in status markers is also described.

Chapter two describes the study sites and the study population. Then, the research approach is presented in detail.



## CHAPTER 2

### METHODOLOGY

#### National Guard Armories

The research for this thesis was conducted in four National Guard Armories located in the Northeast Kansas communities of Manhattan, Junction City, Emporia, and Topeka. By definition, an "armory" is a special structure that houses one or more units of the Army National Guard, and is used for home station training and unit administration. The building includes several functional areas, including an assembly hall (drill floor), training (operations area) and equipment storage rooms (supply areas), toilets, food preparation and storage areas, and administrative offices.

The four armories were selected because of their similarity in age, function, and design. (Figures 2.1-2.4). All were built in the 1950s according to National Guard construction standards.

The Kansas National Guard, a state organization, is jointly supported by federal government and the state of Kansas. If armory modifications or additions are needed in support of a National Guard mission, (e.g. adding more personnel/equipment) federal funds are requested.

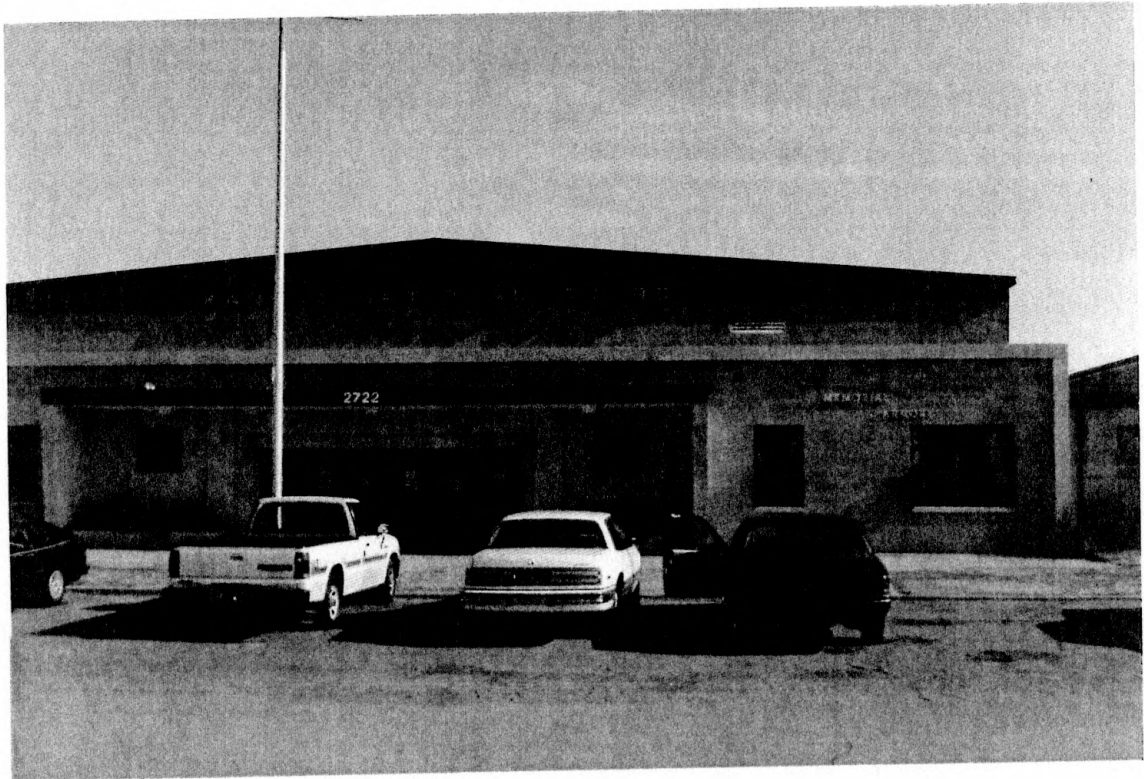


Figure 2.1 Topeka National Guard Armory.  
Main facade.

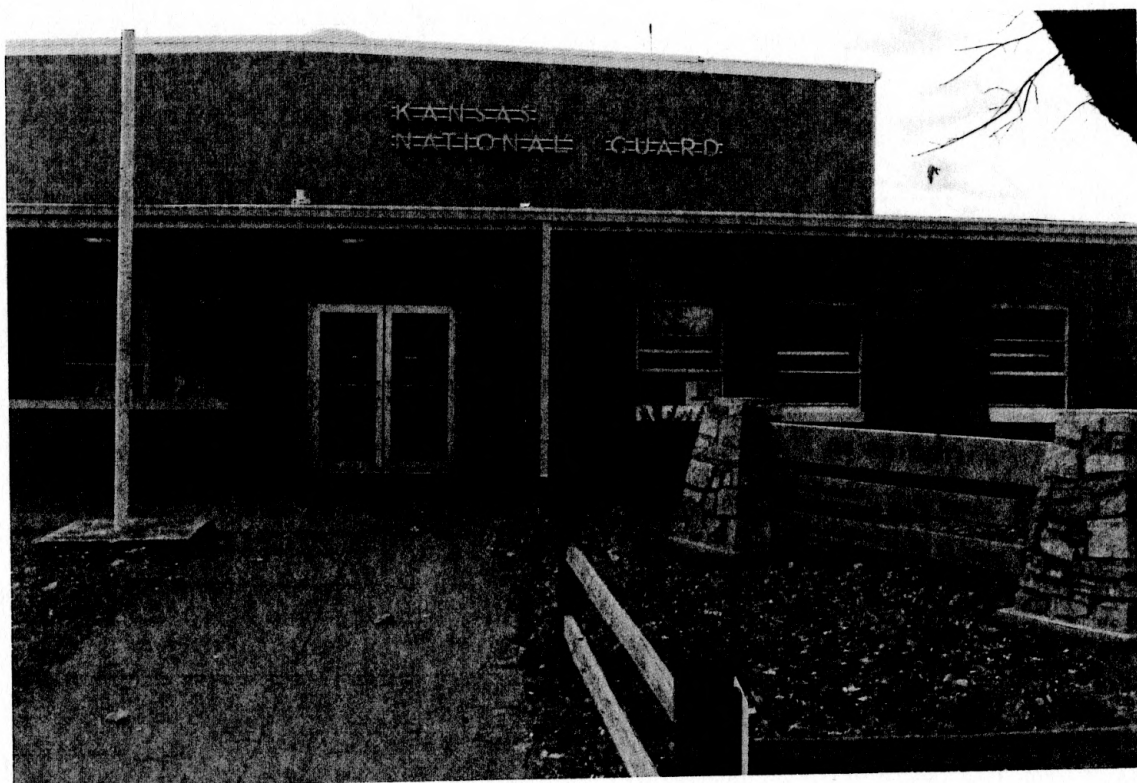


Figure 2.2 Manhattan National Guard Armory.  
Main facade.

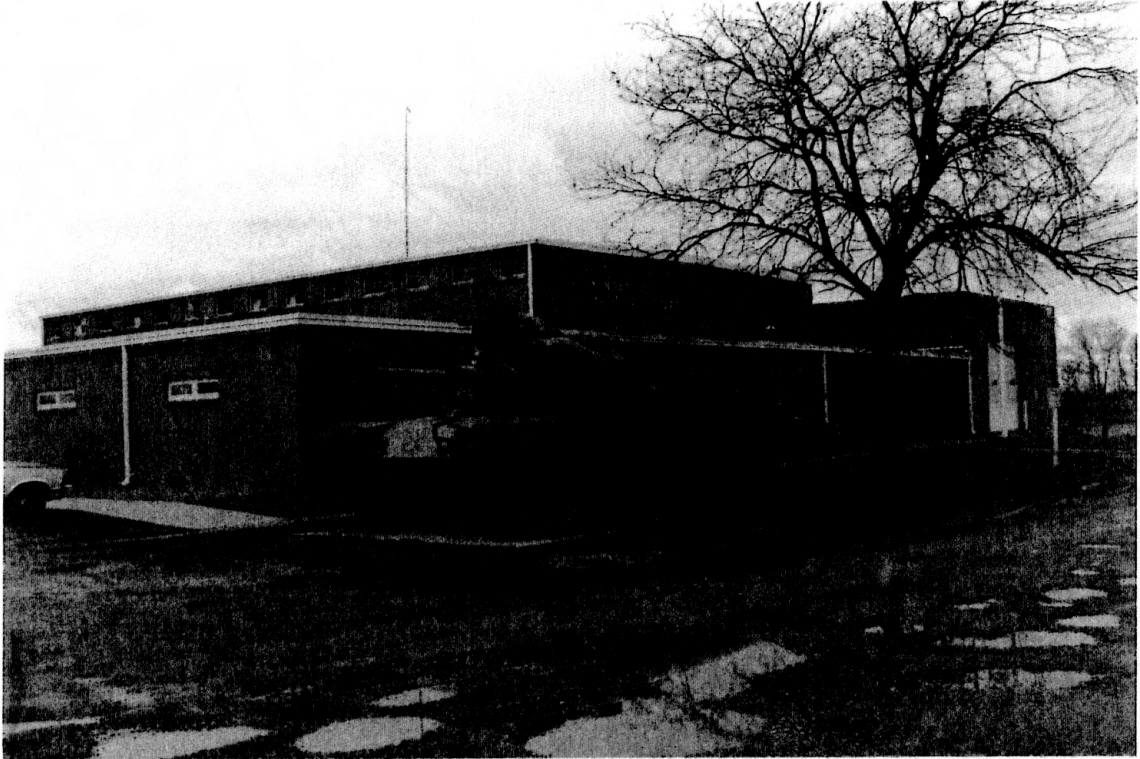


Figure 2.3 Junction City National Guard Armory.  
Main facade.

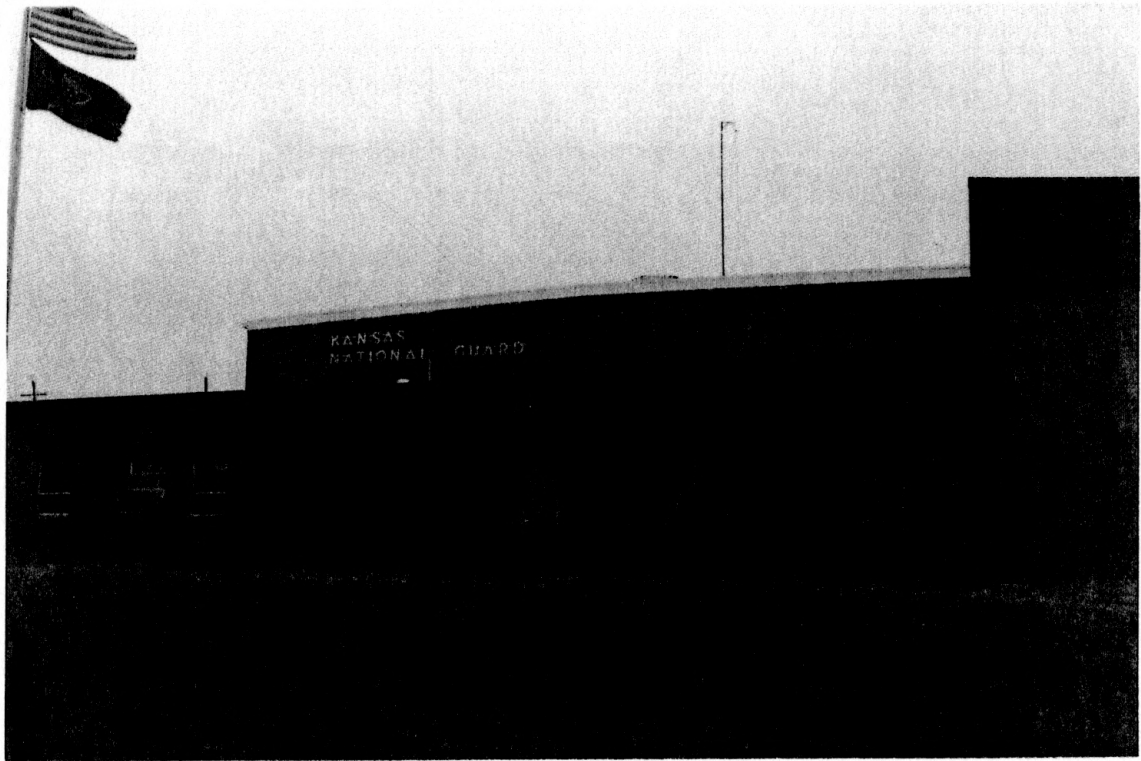


Figure 2.4 Emporia National Guard Armory.  
Main facade.



Maintenance and repairs of the armories, however, are funded by the state. Such funding, which must be requested two years in advance of the actual grant, is administered by the Chief Army National Guard Bureau in Washington D.C. The mission of this bureau is to provide economical, functional, and durable facilities capable of serving the Army National Guard for a minimum of 25 years. Its regulations determine the size of an Armory, including footages for each functional area. The allocation of the amount of administrative office space within an armory is a function of the number of personnel assigned to each unit. Workspaces are determined by the individual section manager.

The United States Army provides a "Common Table of Allowances 50-909" (CTA), which may be used to acquire certain common items of field and garrison furnishings and equipment. It is the only authorization document for requisitioning the listed equipment allowances, and considers only the minimum quantities essential for efficient armory operation. The requisition of CTA items are discretionary, not mandatory. The majority of items listed are authorized to individuals, units, activities, or facilities, subject only to the discretion of the appropriate commander to requisition and the availability of funds. Table 39 of the CTA refers to the office allowances. Appendix H of this table provides a guide to the furnishings authorized for use in a variety of types of offices, and lists specific items to be used at

different job levels.

Most National Guard armories have an Armory Fund, derived from facility rental, donations from cities or counties, or receipts from vending machines. These funds can be used to purchase office equipment. Station commanders may expend these funds as they deem appropriate, as long as State regulations are followed.

### Study Population

The population of this study included National Guard employees, who are classified in two ways for the purpose of this study. First, individuals are differentiated as either part-time or full-time employees. Part-timers work for the National Guard one weekend each month and two weeks each year, training for mobilization. Full-timers work a normal 40-hour week. Their duties, which are generally administrative in nature, include training, supply, payroll, and finance. Full-time employees are assigned to offices and often must share their workspaces with part-timers during training weekends.

The second classification assigns military ranks to individuals. The enlisted scale in ascending order is as follows: Private (PVT), Private First Class (PFC), Specialist (SPC), Sergeant (SGT), Staff Sergeant (SSG), Sergeant First Class (SFC), Master Sergeant (MSG), Sergeant Major (SGM). For officers, also in ascending order, is as follows: Second Lieutenant (2LT), First Lieutenant (1LT), Captain (CPT), Major (MAJ), Lieutenant

Colonel (LTC), Colonel (COL), and Generals.

Full-timers were the target population of this study. As shown in Table 2.1, the population size included 47 full-time National Guard employees, seven of whom were officers, and 40 were enlisted personnel. Gender was not an issue addressed in this study because 95% of the population were male.

**Table 2.1.-Distribution of the Study Population by Ranks**

Ranks*	Topeka	Manhattan	Emporia	Junction City	TOTAL
COL.	1	0	0	0	1
LTC.	1	0	0	0	1
MAJ.	2	1	0	0	3
CAP.	1	1	0	0	2
SGM.	1	0	0	0	1
MSG.	1	0	0	1	1
SFC.	4	6	0	2	12
SSG.	7	4	4	2	17
SGT.	3	3	0	0	6
SPC.	0	1	0	1	2
Total	21	16	4	6	47

\* There were no employees with the ranks of GEN, 1LT, 2LT, PFC, or PVT in the National Guard armories studied.

Because of the relatively small number of full-time National Guard employees in Manhattan, Junction City, and Emporia, the sample for this study consists of the entire population of full-timers in these buildings.

The Topeka National Guard Armory has a population size of about 40 full-time employees. Twenty-one employees from this armory were used for this study. Since only five full-time officers are employed, the area where their workspaces and those of their staff of enlisted personnel are located was studied. Other areas in the building were selected randomly, including one recruiter's workspace, a basement area and two workspaces in the back of the building. Additional enlisted personnel were not included in order to maintain the proportional relationship of officers to non-commissioned personnel.

### **Research Approach**

An introductory letter was sent to the executive officer in charge of each of the National Guard armories (Appendix A). The letter explained the study, establishing the desire for voluntary participation and the confidentiality of the information obtained. The personnel were not informed about the main topic of the study, status demarcation. The letter and a memorandum of agreement were posted on the information bulletin board in each building.

Two methods were used in this study. First, field study procedures were used to collect information at the four study sites. Visits to the National Guard Armories were conducted. During site visits an inventory and a photographic record of each workspace was made. The inventory was made using a six-page checklist (Appendix B)

previously developed with Konar's (1982) categories of status markers as a framework. This instrument was used to gather data on the kind, quantity, and quality of status markers in each workspace in the categories of furnishing, location, size, privacy, personalization, and access to extra-amenities and facilities.

Personal interviews with selected employees in each armory then were conducted in order to assess their perceptions of status demarcation. The interview was based on a pre-established set of questions formulated for the study (Appendix C). The conversations were recorded both in annotations on paper and in audio-tapes.

The data obtained through the observations were used to compare status markers among workspaces of individuals at different ranks and among armories. Comparisons were made using the average values for each item in each category, and through verbal descriptions and sketches. All characterizations, comments, and descriptions include the researcher's observations and insights, as well as interpretations from previous research.

The objective of the interview was to describe perceptions of the symbolic properties of armory workspaces by its occupants. The study population were asked questions to elicit responses about the role of the physical environment on the following: demarcation of status, personnel attitudes with regard to Konar's categories of status markers, workspace features related to



status, and attitudes with regard to workspaces as markers of their own status (status support) and the status of their co-workers.

Interview responses were organized by topics, with comparisons made across ranks and armories. Additional comparisons were drawn using Konar's classification as an analytical framework.

Chapter three describes in detail the study results regarding the objective status markers found in National Guard workspaces. Then, chapter four describe the interview results regarding employees perceptions on status demarcation.

### CHAPTER 3

#### ANALYSIS OF STATUS MARKERS IN THE WORKSPACES OF FOUR NATIONAL GUARD ARMORIES

Categories of status markers identified by Konar (1982) were used to assess the physical characteristics of personnel workspaces in Kansas National Guard Armories in Topeka, Manhattan, Junction City, and Emporia. The results of each category are described in detail in this chapter comparing workspaces within each armory and among the four armories. A comparison among ranks using a description of the norms in each category for the group of four office buildings follows.

##### Location of Workspace

The layout of the office areas in each building is represented in figures 3.1, 3.2, 3.3 and 3.4. The design of the four buildings is very similar. Although built in the same decade, each has had a different history from which their actual characteristics derive.

Topeka. The National Guard armory in Topeka is the largest in the State of Kansas. It houses several units located in different office areas within the building. The officer in charge of this armory has the rank of Colonel.

The workspaces of all the officers in Topeka and their

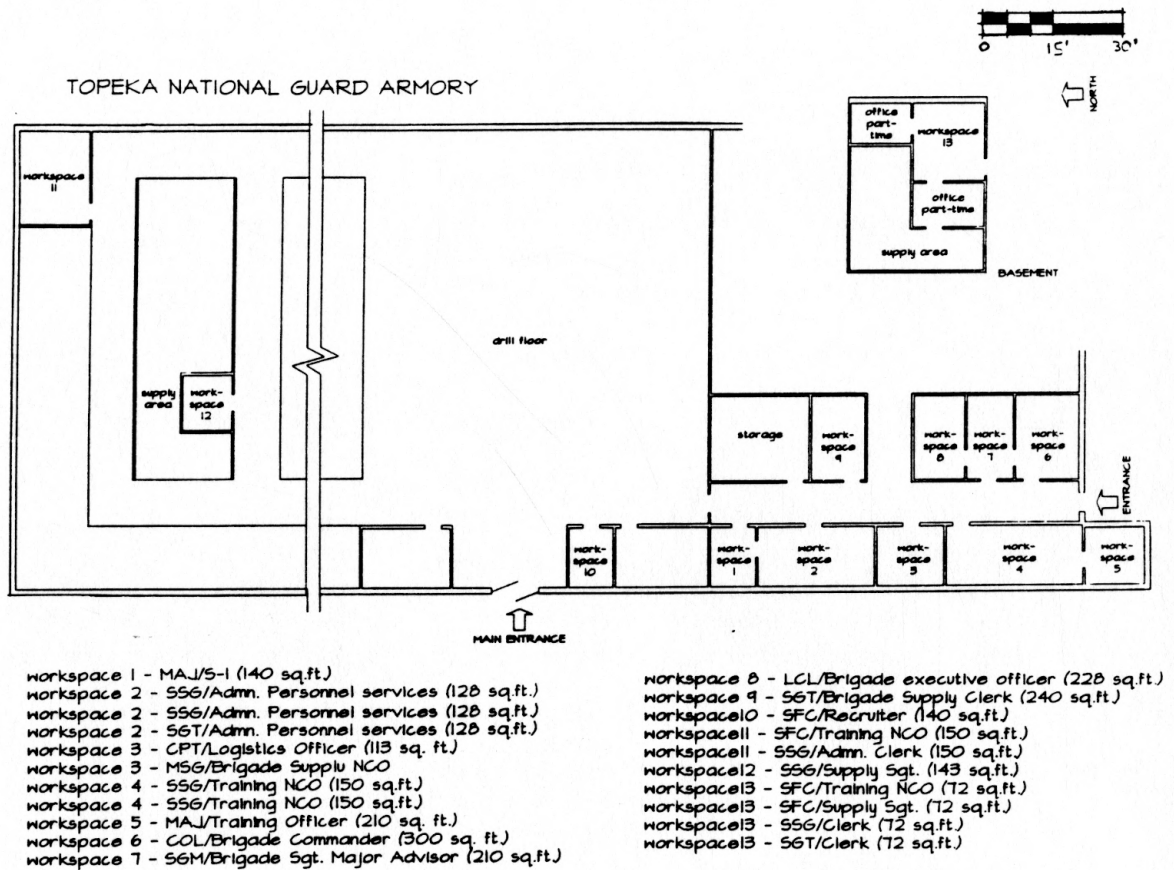


Figure 3.1 Topeka National Guard Armory.  
Floor plan.

enlisted personnel are located in the southwest wing of the armory. This is a privileged location because it is close to the main entrance of the building, faces the main facade to the West, and has an additional entrance to the South (Fig. 3.1). The individual workspaces of the Colonel (w-6)\* , Lt. Colonel(w-8), and the Brigade Sergeant Major (w-7) are clustered together at the end of the hall. In front of them there is a group of five workspaces. The two workspaces in the extreme corners are assigned to Majors (w-1 and w-5), and the workspace in the middle (w-3) is assigned to a Captain and a Master Sergeant together. The other two workspaces (w-2 and w-4) are assigned to groups of Sergeants and Staff Sergeants. On the other side of the hall there is one windowless workspace assigned to a Sergeant (w-9), which is also used as a communal space housing a copy machine, microwave, refrigerator, and computer.

The workspace of a Recruiter (w-10) was assessed for this study. It is the first office located in the right side of the main entrance in the West of the building. Usually the recruiters, regardless of their rank, are assigned to workspaces close to the entrance of the armories because of the nature of the job they perform. They have to be accessible to receive and interview prospective recruits for the National Guard.

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\* w= workspace; w-6 = workspace 6

There is a large group of workspaces in the North area of the building assigned to enlisted personnel only. Two workspaces in this area were assessed: one in the far northeast corner (w-11) assigned to a SFC and a SSG., and one in the middle assigned to a SSG in the supply room (w-12). This workspace is windowless.

An additional area in the Topeka armory that was assessed is the orderly room in the basement. Four full-time employees, (2 SFC, 1 SSG and 1 SGT) are assigned to individual workstations in the same workspace (w-3). This area is windowless.

Manhattan. The layout of this armory is shown in Figure 3.2. An administrative area is located in the second level, to the East in the back of the building. The two full-time officers work in this area. Two workspaces on the North side of this area are vacant on weekdays, but are assigned during drill weekends to the part-time Battalion Commander and Battalion Sergeant Major (They are labeled in figure 3.2 as "office, part-time"). Access to these two offices is through the workspace assigned to the Major (w-1) in charge of the building. This workspace also is used for meetings. On the other side of this second level are two individual workspaces, one in the corner assigned to a Captain (w-2), and beside it the workspace of a SSG (w-3). The reception area (w-4) is assigned to a Sergeant who performs clerical tasks.



# MANHATTAN NATIONAL GUARD ARMORY

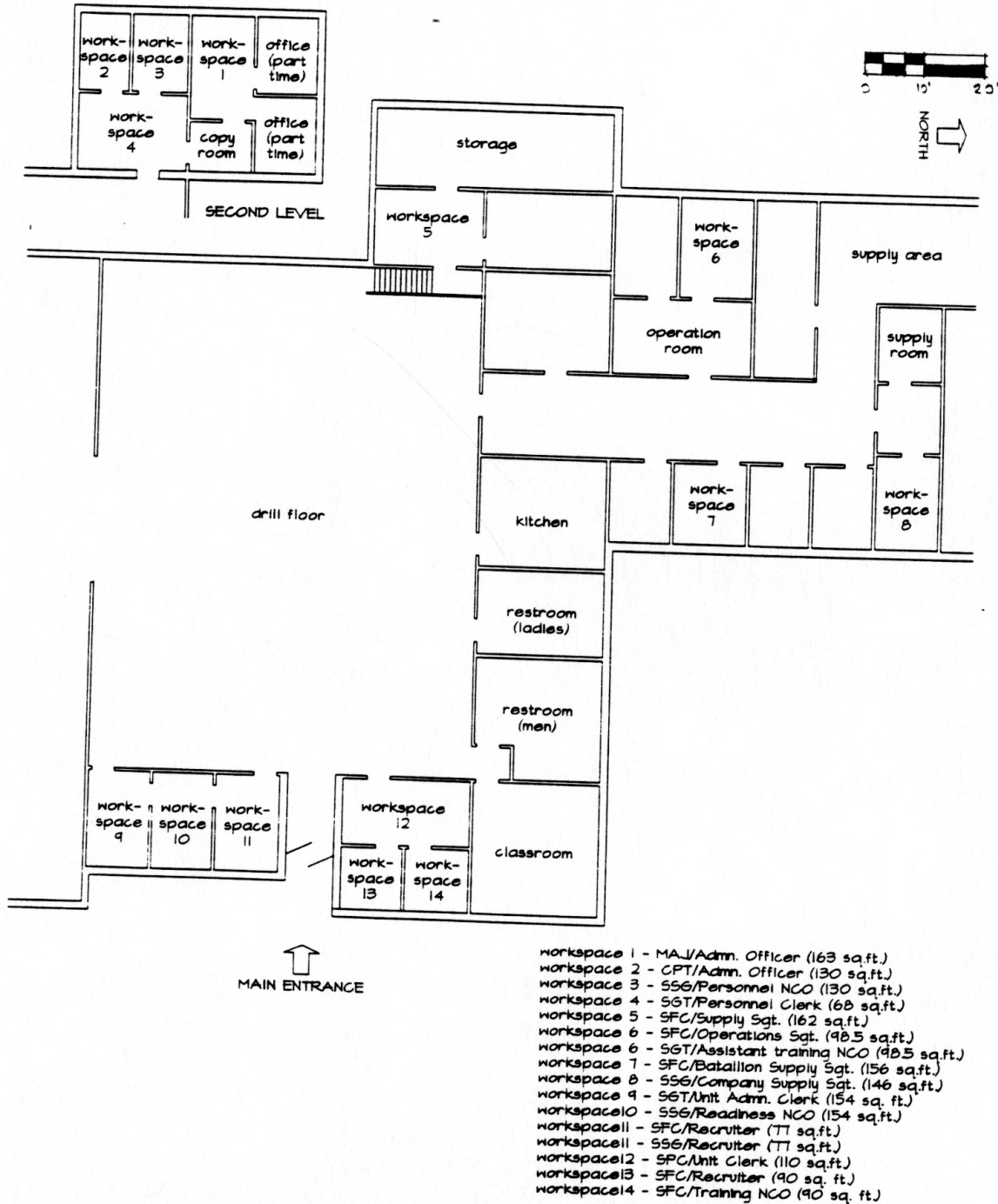


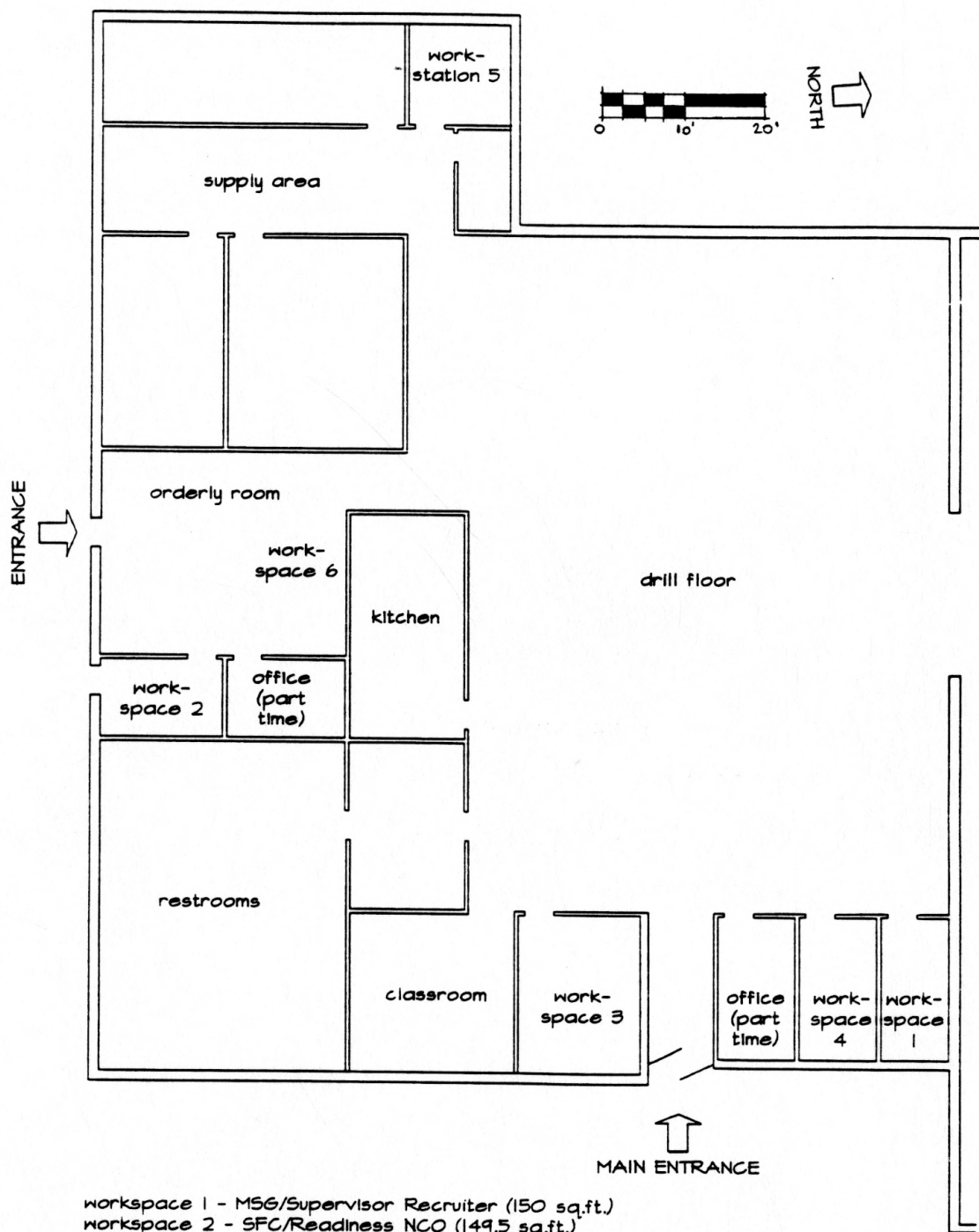
Figure 3.2 Manhattan National Guard Armory.  
Floor plan.

There are three workspaces located in the North wing of the building on the main floor. Two workspaces in the supply area face the West. The one in the far corner (w-8) is assigned to a SSG, Company Supply Sgt., and the one in the hall (w-7) is assigned to a SFC, Battalion Supply Sergeant. In the operations room there is a workspace (w-6) assigned to a SFC and his clerk, a SGT.

There are three workspaces located in the area that is in front of the building to the south side of the main entrance. The workspace in the far south corner (w-9) is assigned to a SGT in a clerical job, and the contiguous workspace (w-10) is assigned to a SSG. As shown in figure 6, the first office to the south of the main entrance (w-11) is assigned to two recruiters, a SFC and a SSG.

There also is an area with three workspaces in the front of the building, north of the main entrance. The one in the north corner (w-14) is assigned to a SFC, and the windowless reception area (w-12) is assigned to a SPC in a clerical job. A recruiter, SFC, works in a workspace in the south corner (w-13). Finally, a SFC is assigned to a workspace in the back of the building (w-5), underneath the second level area. This also is a windowless workspace.

Junction City. The National Guard armory located in Junction City (shown in Figure 3.3) houses only enlisted full-time personnel. There are no officers assigned to this armory.



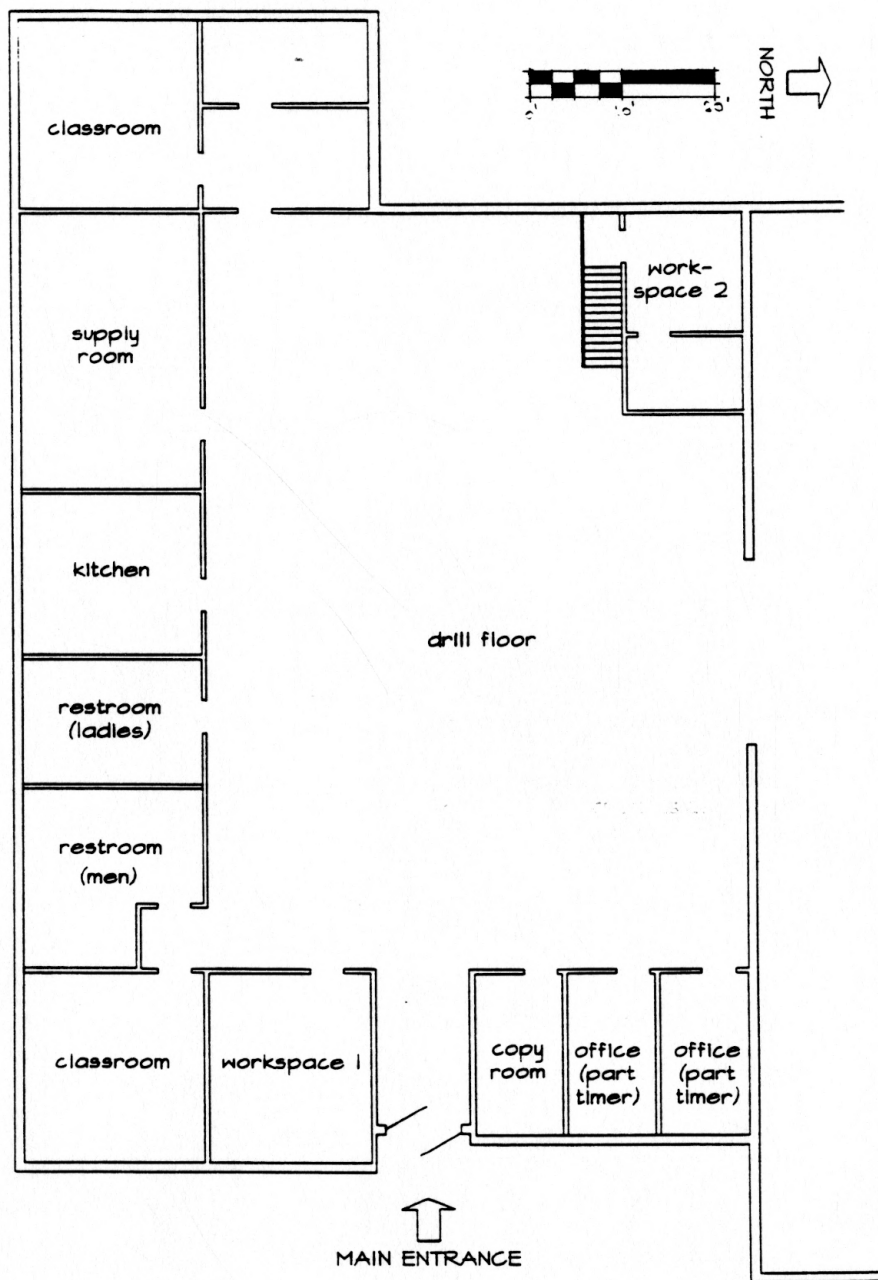
- workspace 1 - MSG/Supervisor Recruiter (150 sq.ft.)
- workspace 2 - SFC/Readiness NCO (149.5 sq.ft.)
- workspace 3 - SFC/Recruiter (315 sq.ft.)
- workspace 4 - SSG/Training NCO (150 sq.ft.)
- workspace 5 - SSG/Supply Sgt. (162.5 sq.ft.)
- workspace 6 - SPC/Admin. Clerk (180 sq. ft.)

Figure 3.3 Junction City National Guard Armory.  
Floor plan.

The person in charge is a SFC, whose workspace (w-2) is located in the orderly room area in the south side of the building. This workspace also is assigned to the unit commander during drill weekends. It is located beside the part-time Sergeant Major' workspace, which is vacant during the weekdays. The reception area (w-6) of this orderly room area is assigned to a SPC in a clerical job. This area also is used for meetings. The only workspace in the supply area is that of the Supply Sergeant (SSG), and is located in the back of the building (w-5).

There are four workspaces located in the front of the building. The one to the south of the main entrance (w-3) is assigned to the recruiter (SFC). There is a group of three workspaces to the north of the main entrance. The closest to the entrance is vacant during the weekdays. The one in the middle (w-4) is for a SSG, and the one in the north corner (w-1) is assigned to the Supervisor Recruiter, a MSG.

Emporia. The National Guard armory located in Emporia (shown in Figure 3.4), houses only four enlisted full-time personnel. The four employees have the same rank, SSG, but perform different jobs. The person in charge is a Training NCO, who shares a workspace (w-1) with two other employees, a Supply Sergeant. and a clerk. This workspace is located in the front of the building, south of the main entrance. There are three workspaces to the north side of the main entrance, two of which are used



workspace 1 - SSG/Training NCO (126 sq.ft.)  
 workspace 1 - SSG/Supply Sgt. (126 sq.ft.)  
 workspace 1 - SSG/Admn. Clerk (126 sq.ft.)  
 workspace 2 - SSG/Recruiter (182 sq.ft.)

Figure 3.4 Emporia National Guard Armory.  
 Floor plan.



for part-time personnel during drill weekends, and one is used as a copy room.

The workspace (w-2) of the recruiter, SSG, is located in the northeast of the building, on the second level of a structure in the back of the drill floor.

Group of Four Armories. A special consideration for the assignment of workspaces in the National Guard armories was observed with regard to the relative location of office spaces within each building. Workspaces within each organizational level -brigade, battalion, company- are grouped together in different areas across the buildings. A brigade consists of four battalions; a battalion consists of four companies. Most of the companies are part of the brigades, but there are also some independent support companies. The higher the organizational level to which an area is assigned, the more desirable the location within the building.

The highest organizational level in this study is the brigade. Headquarters are located in the armory in Topeka. Within the armory, brigade personnel are assigned to the area located in the front of the building, with easy access from the main entrance, and an additional private access from the side of the building. All officers are assigned to this area. The officer in charge of the building, who has the highest rank in the study, occupies a corner workspace, the closest to the private entrance. This office has direct access through the hallway, a

controlled access through the Master Sergeant office, and three windows facing South. The second highest ranking officer, a Lt. Colonel, occupies the workspace on the other side of the Sergeant Major, the highest enlisted rank. This workspace also has controlled access. These three offices are clustered together, thus creating a grouping. Being close to these individuals affords special status to all the personnel assigned to this area. The other three officers occupy locations in the corners and in the middle of a group of workspaces. The individuals in the workspaces between them are enlisted sergeants who report to the officers.

The next organizational level is the battalion, whose headquarters are located in the Manhattan armory. The battalion administrative area is located on the second level where the only two other officers sampled for this study are assigned. Elevation here is a status-relevant aspect of location. The Major's workspace has a privileged location, being close to the offices of the part-time Battalion Commander and Battalion Sergeant Major. The Captains' workspace is located in a corner. Both officers' workspaces have controlled access through the reception area assigned to a Sergeant. The two enlisted Sergeants working in this area report to the officers.

The companies, which are the most basic organizational level, are distributed in different areas in the four armories studied. Each is represented in the full-time side

by enlisted personnel, who usually are assigned to areas in the building that correspond to the tasks that they perform. Each company has various areas, such as supply, operations, and administrative. The supply and operations areas are located in the back of the buildings. Thus the Supply and Operations Sergeants usually are assigned there. This is true in the Topeka, Manhattan, and Junction City armories. In Emporia, however, all are assigned to the same area in the front of the building due to the small number of full-time personnel. The companies' administrative tasks usually are performed in the front area of the buildings. Only in Junction City is the NCO in charge assigned to the orderly room area located in a side of the building. This area is privileged because of its own access from the exterior. The SFC in charge has privileged status because he occupies the workspace of the part-time company commander, who is only present during drill weekends. In addition, this workspace is prestigious because it is beside the Sergeant Major's workspace.

The least privileged location in the study corresponds to the employees (SFC, SSG and SGT) assigned to the orderly room in the basement area of the Topeka armory. They are away from the main entrance, and there are no windows in the room.

The recruiters' workspaces have a privileged location in the front of the buildings because they receive prospective recruits. Their workspaces are

accessible from the main door of the armory. The only exception is in Emporia, where the recruiters office is on the second level of the back side of the building.

### Privacy in Workspaces

National Guard armories did not apply the open-office concept developed in the late 1950s. All the workspaces resemble the "conventional" office, having an enclosed layout with partitions from floor to ceiling; in this traditional sense, these workspaces can be called private. According to Altman's (1975) concept, however, the degree of privacy depends on a person's control over his or her accessibility by others. For example, if only one person occupies a workspace, a high degree of privacy can be achieved just by closing the door. In the National Guard offices some workspaces are occupied by just one individual, while others are occupied by two to four employees. The degree of control over accessibility becomes limited in a workspace occupied by two or more persons, even if it is enclosed and has a door. In other words, as more persons share a workspace, less privacy exists.

The study population has been classified according to the number of people in each workspace, as shown in Table 3.1. A workspace is called "private" here regardless of the number of occupants when it is used exclusively by those individuals at all times. Other workspaces, even if occupied by only one individual, are designated "communal" because

they contain items used not only by the occupant(s), but also by other employees (Appendix D, Photos 1-3).

**TABLE 3.1- Degrees of Privacy in Individual Armories**

Office kind:		Communal			
Num. persons:		1	2	3	4
<b>Ranks:</b>					
<b>TOPEKA</b>					
COL	1 o	o	o	o	o
LTC	1 o	o	o	o	o
MAJ	2 o	o	o	o	o
CPT	o 1	o	o	o	o
SGM	1 o	o	o	o	o
MSG	o 1	o	o	o	o
SFC	1 1	o	o	o	2
SSG	o 1	1	2	2	1
SGT	o o	1	o	1	1
<b>MANHATTAN</b>					
MAJ	1 o	o	o	o	o
CPT	1 o	o	o	o	o
SFC	3 2	o	1	o	o
SSG	1 1	2	o	o	o
SGT	o 2	o	1	o	o
SPC	o 1	o	o	o	o
<b>JCT. CITY</b>					
MSG	1 o	o	o	o	o
SFC	2 o	o	o	o	o
SSG	1 o	1	o	o	o
SPC	o o	1	o	o	o
<b>EMPORIA</b>					
SSG	1 o	o	o	3	o

Topeka. In this armory all the officers have private workspaces, although the CPT shares an office with a SGM. Two enlisted men are sharing a private office; they are the only men working full-time for their unit. Even when a SSG and a SGT are in a one-person workspace, their area has



items that are used by other employees. The individuals who share their workspaces with more than one other person have the lower ranks. The higher ranking individuals appear to have greater degree of privacy.

Manhattan. In this armory there are only two workspaces that are occupied by two full-time employees. One is assigned to two recruiters together because they have to be in the front of the building and there are no other spaces available. The other workspace occupied by two persons is assigned to a SFC (Operations Sergeant) and his clerk (SGT). Five enlisted people have a one-person workspace, which is considered communal because it contains communal items. The rest of the personnel, including the two officers, have a one-person space.

Junction City. The six employees in this armory have a one-person workspace. Two persons in the lower ranks have a communal space; the SPC is in a reception area, and the SSG has the armory's computer station in his workspace.

Emporia. Three persons in this armory occupy the same workspace. Only the recruiter has a private office.

Group of Four Armories. As shown in Table 3.2, all of the officers in the study occupy private workspaces. The higher ranking enlisted personnel, SGM and MSG, also occupy private offices.

**TABLE 3.2- Degrees of Privacy Across Armories**

Office Kind: Num. persons:	Private		Communal			
	1	2	1	2	3	4
<b>Ranks:</b>						
COL	1	0	0	0	0	0
LTC	1	0	0	0	0	0
MAJ	3	0	0	0	0	0
CPT	1	1	0	0	0	0
SGM	1	0	0	0	0	0
MSG	1	1	0	0	0	0
SFC	6	3	1	0	0	2
SSG	6	3	0	2	5	1
SGT	1	0	3	0	1	1
SPC	0	0	2	0	0	0
<b>TOTAL</b>	<b>21</b>	<b>8</b>	<b>6</b>	<b>2</b>	<b>6</b>	<b>4</b>

Although some lower ranking individuals also have private offices, all the employees in communal spaces belong to these groups. There is a relationship between the degree of privacy in the National Guard workspaces and the rank of their occupants: the higher ranking individuals do not have communal spaces.

#### Size of Workspaces

The size of each workspace was determined from the measurement of the width and length of the surrounding partitions. In cases where two or more persons were assigned to the same area, the total square footage was divided by the number of people. An exception was made where the workspace limits were clearly marked either visually or physically by low partitions (e.g., clerks

with workstations in Manhattan and Junction City) and by carpet (e.g., w-4 in Topeka). The comparison of office sizes by armories is shown in the following bar graphs (figs. 3.5.1 and 3.5.2). The mean value of square feet is shown for each rank.

Topeka. Figure 3.5.1 clearly shows that individuals with the ranks of LTC and COL have the biggest workspaces, although the rank of SGM outpaces the MAJ and CPT. On the enlisted scale, it appears that those with higher rank have smaller offices. This may be due to the fact that persons in the lower ranks have communal spaces with communal items and thus need larger areas. Also the brigade area workspaces are bigger in this armory. Thus the SSGs assigned to this area have larger spaces, even though shared, than the SFCs who are assigned to the communal area in the basement.

Manhattan. According to Figure 3.5.1, the officers have bigger workspaces in this armory, although workspaces of some enlisted individuals are bigger than the Captain's office. It seems that the higher the rank, the greater the workspace size. Apparently the category of SFC is an exception, and it may be due to the fact that two employees in this rank share their workspace with someone else, while other two employees are assigned to the smaller offices in the building.

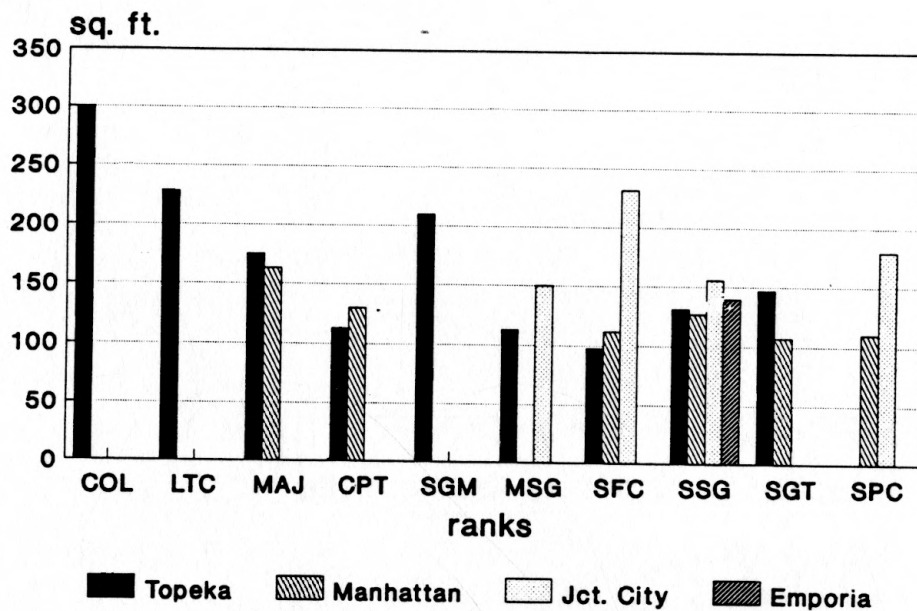


Figure 3.5.1 Office size comparisons in individual armories

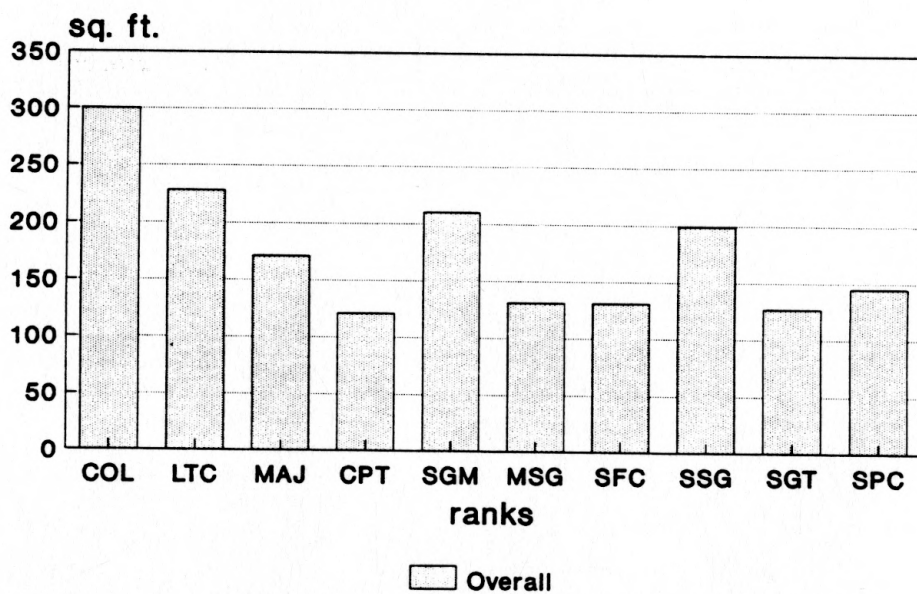


Figure 3.5.2 Office size comparisons across armories

Junction City. Apparently in this armory there is not a relationship between office size and rank. The SFC has the biggest office size. One SFC is the person in charge of the armory, and the other is a recruiter whose workspace is notably larger than the others in the armory. The smaller space in this armory is assigned to the MSG. Even though he outranks the other personnel, his job as a supervisor recruiter is only honorary and he spends less time in the office than the other employees. The person with the rank of SPC is assigned to a large reception open area. This workspace is used by two or three part-time employees during drill weekends.

Emporia. In this armory the four full-time employees have the same rank of SSG. One person, the recruiter, has the biggest workspace. The other three SSG share the same room, and thus have the same workspace size.

Group of Four Armories. Figure 3.5.2 shows the mean values for office sizes for each rank in the four armories. On the officers' scale, the higher the rank, the bigger the workspace. Yet the SGM' space is larger than the MAJ and CPT's. On the enlisted scale, after the SGM, the SFC has the larger area, and the rest of the ranks have about the same office size.



### Personalization in Workspaces

The term personalization refers here to the freedom that workers have to make choices about the appearance and arrangement of their workspaces. For this study the number of personal items were counted for each workspace. These included radios, cassette players, plants, aquariums, personal calendars (not given by the military), posters, diplomas and trophies, photographs, family pictures, wall pictures, small ornaments and toys, caps and hats, mugs, small flags, and name or position signs. Figures 3.6.1 and 3.6.2 show the mean number of personal items in the workspaces by ranks in each armory.

Topeka. Figure 3.6.1 clearly shows a larger number of personal items in the workspaces of persons with the rank of CPT. Other than this, the officers scale shows a tendency to have more personal items as the rank increases. The second largest number appears in the ranks of COL, SGM and SSG. The SSG category is an exception: an employee in the basement area workspace has 67 personal items, including 50 photographs on the wall. The workspaces of the other sergeant ranks show the fewer numbers of personal items.

Manhattan. In the Manhattan armory the officers have more personal items in their workspaces than the enlisted personnel. Yet the rank of CPT, as in Topeka, shows the largest number. On the enlisted scale, the number of personal items seems to diminish as rank diminishes.

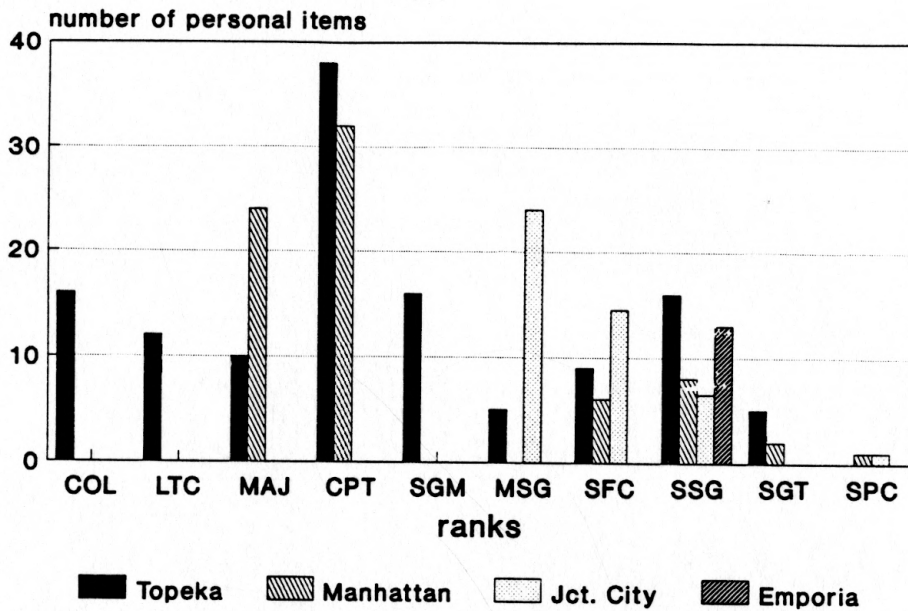


Figure 3.6.1 Personal item comparison in individual armories

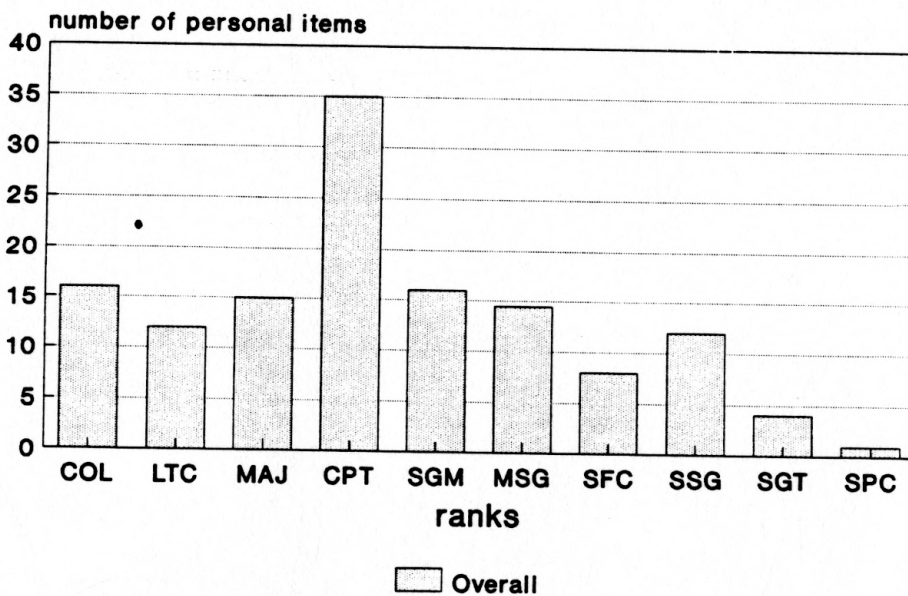


Figure 3.6.2 Personal item comparison across armories

Junction City. In this armory there is a precise relationship between rank and number of personal items. The higher the rank, the greater the number of personal items in a workspace.

Emporia. In the Emporia armory the four employees have the same rank, but show different numbers of personal items in their workspace. The recruiter has the larger number, followed by the NCO in charge of the armory, then the supply sergeant, and then the clerk, who has no personal items. The number of personal items appears to vary directly with job position instead of rank. Yet this relationship could be affected by personal preferences.

Group of Four Armories. Figure 3.6.2 shows the mean number of personal items by ranks in the four armories. A straight relationship between rank and number of personal items in the workspaces does not exist. Captains have a significantly larger number of personal items than individuals in other ranks. Individuals with the ranks of COL, SGM, MAJ and MSG have about the same number, followed by the LTC and SSG. The lower ranks, SGT and SPC have the least number of personal items (Appendix D, Photos 4-5).

### **Quantity and Quality of Furnishings in Workspaces**

The category of quantity and quality of furnishings in a workspace was initially divided into three subgroups: standard furnishings, luxury furnishings, and functional accessories. These subgroups were used in previous research from the BOSTI study (1981). During the course of this research it was necessary to add two more subgroups because of the nature of the jobs performed in military facilities. These subgroups were called *communal items* and *military items*.

#### **Standard Furnishings**

Standard furnishings are considered to be regular articles of office furniture, including desks, chairs, tables, benches, and "workstations". In a National Guard armory, a workstation is an extra work surface attached to the wall, usually built in wood by National Guard personnel. In some cases the employees have a workstation instead of a desk.

Figures 3.7.1 and 3.7.2 indicate the mean number of pieces of furniture in the workspaces by rank in each armory.

Topeka. Figure 3.7.1 shows a greater number of pieces of furniture allocated to individuals of higher rank than for those of lower rank. On the officers' scale the rank MAJ shows more furniture than the rank LTC. In the LTC office some of his furniture were considered as

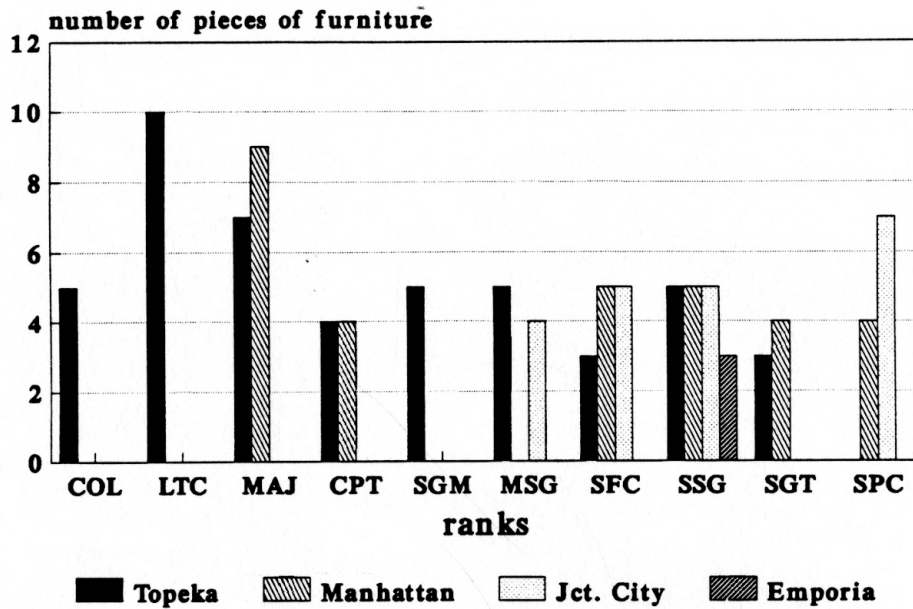


Figure 3.7.1 Furniture comparison in individual armories

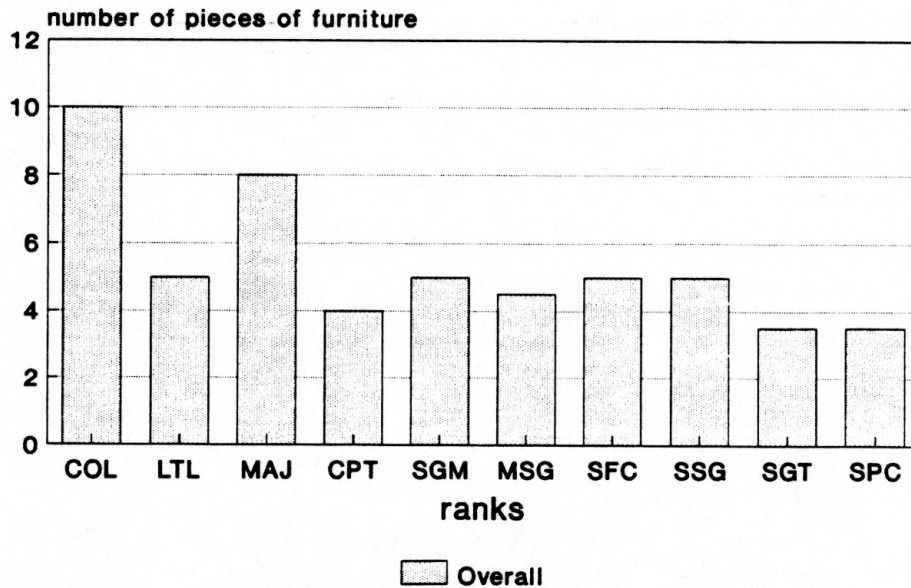


Figure 3.7.2 Furniture comparison across armories



luxury items. The lower officers' rank, CPT, has fewer pieces of furniture. On the enlisted scale, SGM, MSG and SSG have the more pieces of furniture. Most SSG workspaces in this armory are communal and contain extra desks and chairs that are vacant during the weekdays, and/or computer terminal tables and chairs.

Manhattan. Employees of all ranks in this armory have about the same number of pieces of furniture. Only the MAJ's workspace has more furniture. The workspace contains a meeting table and chairs. On the enlisted scale those in the lower ranks have less furniture.

Junction City. In the Junction City armory the number of pieces of furniture is larger for the lower ranks. The SPC workspace has an extra desk and chair for drill weekends. The SSG workspace has the computer's terminal table and chair.

Emporia. In this armory the three SSG in the same workspace have the same number of pieces of furniture. Only the recruiter's office has more furniture.

Group of Four Armories. Figure 3.7.2. shows the mean number of pieces of furniture by rank in the four armories. The largest number of pieces of furniture is in the higher ranking individuals' workspaces, and the least number is in the workspaces of the two lower ranks. There is apparently no relationship between the ranks and the number

of pieces of furniture in the middle ranks. The Major has the second largest number, and all the other ranks have about the same quantity.

Table 3.3 illustrates the kind of desk/workstation that exists in the four armories: wood desk, metal desk, or wood or metal workstation. Due to budget restrictions, the National Guard usually provides armory personnel with metal desks. Employees may bring their own furniture, if desired.

**TABLE 3.3- Comparisons of Desk Kind in Each Armory by Rank**

Desk Kind: Metal desk    Wood desk    Workstation			
<b>Ranks</b>			
<b>TOPEKA</b>			
COL	0	1	0
LTC	1	0	0
MAJ	1	1	0
CPT	1	0	0
SGM	0	1	0
MSG	0	1	0
SFC	1	1	2
SSG	5	1	1
SGT	2	0	1
<b>MANHATTAN</b>			
MAJ	1	0	0
CPT	1	0	0
SFC	6	0	0
SSG	4	0	0
SGT	1	0	2
SPC	1	0	0
<b>JUNCTION. CITY</b>			
MSG	0	1	0
SFC	2	0	0
SSG	2	0	0
SPC	1	0	0
<b>EMPORIA</b>			
SSG	4	0	0

Topeka. Forty seven percent of the employees have metal desks, 33% wood desks, and 20% a workstation. All the wood desks, except for one in Junction City, are located in this armory. Most of the wood desks belong to the highest ranking employees in the brigade area, except for two in the back of the building which are assigned to a SSG and a SGT. Those two desks are used for the unit commanders during drill weekends.

Manhattan. Only two employees (SGT) in this armory have a workstation instead of a desk. (Appendix D, Photo 6). They both are clerks. The rest of the employees, including the officers, have metal desks.

Junction City. Only the MSG, who has the higher rank in this armory, has a wood desk. The rest of the employees have metal desks.

Emporia. Every employee in this armory has a metal desk.

Group of Four Armories. Table 3.4 shows the kinds of desk across armories. Seventy percent of the desks are metal, 17% are wood, and 13% are workstations.

In general, the more rare and valuable the commodity or privilege in the environment or organization, the higher the status the individual must have to receive it. Although the workstations are rare in the National Guard offices, they are not considered valuable. They are assigned to clerical employees at the lower ranks.

**TABLE 3.4- Comparisons of Desk Kind Across Armories**

Desk Kind:	Metal desk	Wood desk	Workstation
<b>OVERALL</b>			
COL	0	1	0
LTC	1	0	0
MAJ	2	1	0
CPT	1	1	0
SGM	0	1	0
MSG	0	2	0
SFC	9	1	2
SSG	15	1	1
SGT	3	0	3
SPC	2	0	0
<b>Total</b>	<b>33 (70%)</b>	<b>8 (17%)</b>	<b>6 (13%)</b>

Metal desks are more common and less valuable than wood desks. Wood desks appear to be indicative of high status. It is interesting to note that the LTC desk is metal, although his status may be indicated by having the largest desk size in the entire study (Appendix D, Photo 7).

In this study 11 desk sizes were found, excluding workstation surface. Figures 3.8.1 and 3.8.2 show the comparison of the mean desk sizes by ranks in each armory.

Topeka. In this armory the largest desk, although metal, is in the LTC workspace, followed by the COL and the SMG's. The rest of the workspaces have about the same desk size, except for the MSG who has a smaller, wood one.

Manhattan. The SFC desks seem to be the largest in Manhattan, although there is not a considerable difference in size when those desks are compared with desks at other

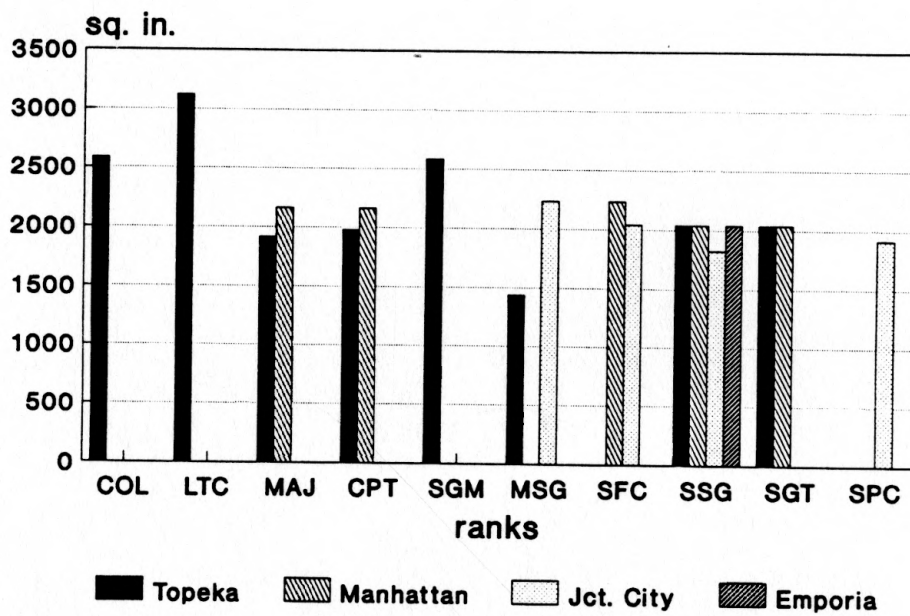


Figure 3.8.1 Desk size comparison in individual armories

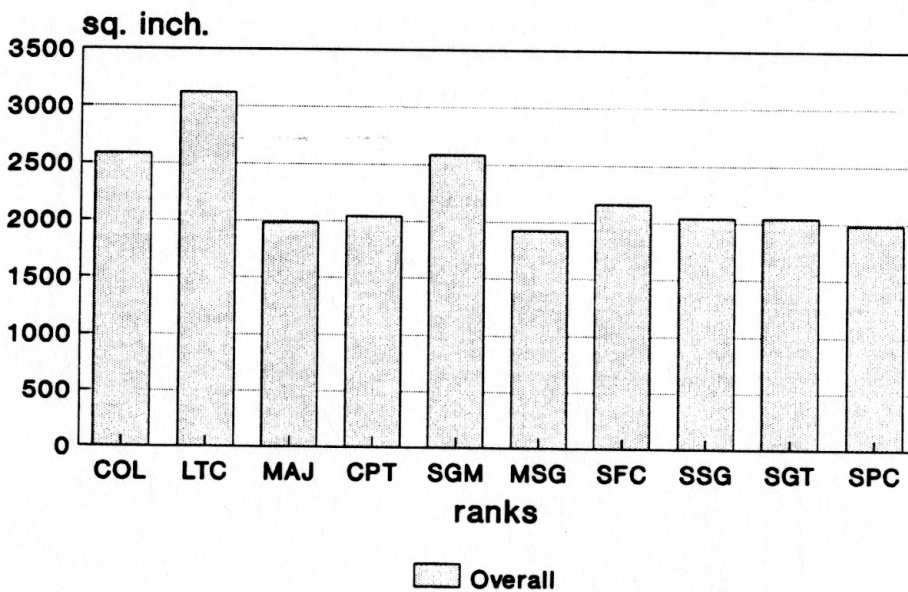


Figure 3.8.2 Desk size comparison across armories



ranks. The officers have the same desk size, which is slightly larger than those in other workspaces. A SSG owns his desk, which happens to be the smallest in this armory.

Junction City. The higher ranking individuals in the Junction City armory have bigger desks, although the SPC has a larger desk than the SSG.

Emporia. The recruiter has the bigger desk in this armory. The remaining employees have desks which are the same size.

Group of Four Armories. Figure 3.8.2 shows the mean desk size in each rank in the four armories. The LTC has the larger desk, followed by the ranks of COL, SGM, and SFC. The rest of the ranks have approximately the same desk size. The two higher officers' ranks and the higher enlisted rank have the larger desk surfaces.

#### **Luxury Furnishings.**

Luxury furnishings are those items that add to the pleasure and comfort of the worker, but are not absolutely necessary for his or her job. They include carpeting, wood paneling, curtains, couches, credenzas, coffee table, TV, wall clock, and other wall ornaments or paintings. In the military environment it is an honor to have the unit flag or unit awards, as well as the United States or the State flag in a workspace. Therefore they are considered as luxury items in this study. Figures 3.9.1 and 3.9.2 show the mean number of luxury items by ranks in each armory.

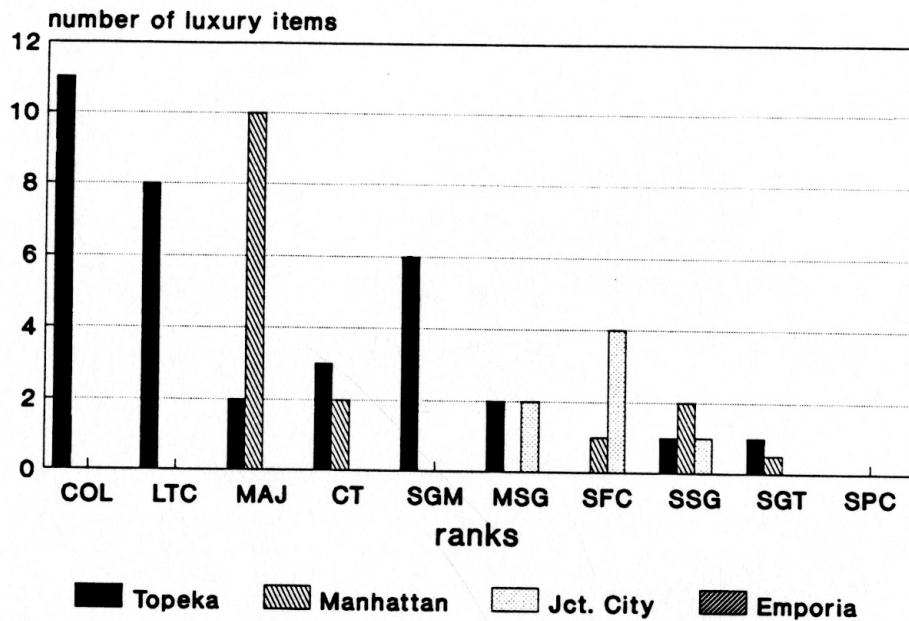


Figure 3.9.1 Luxury item comparison in individual armories

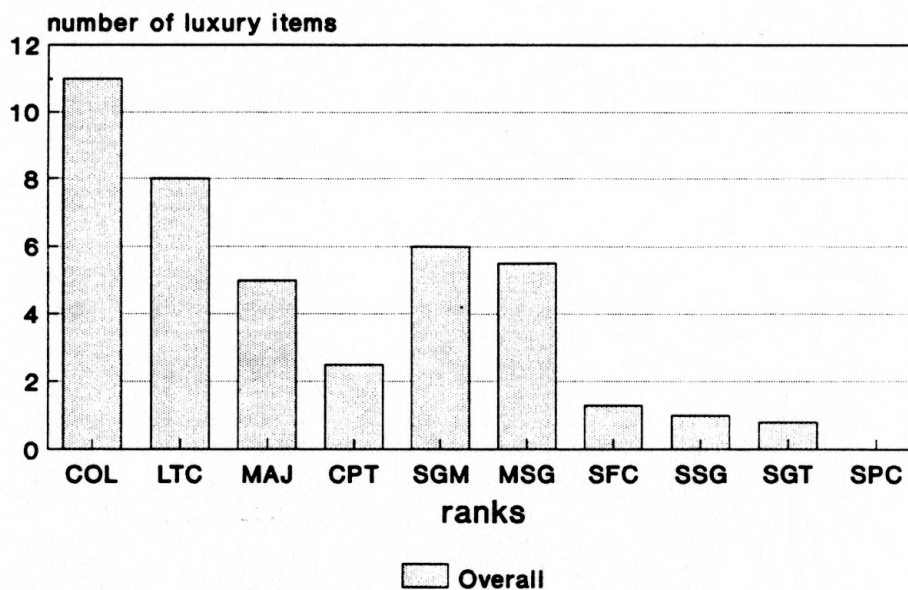


Figure 3.9.2 Luxury item comparison across armories

Topeka. There is a considerably larger number of luxury items in the workspace of the LTC, followed by the COL. However, the SGM has more luxury items than MAJ and CPT. The rest of the enlisted personnel have fewer items.

Manhattan. In this armory the number of luxury items diminishes as rank diminishes. The number of luxury items in the MAJ workspace is considerably larger. Individuals in the lower ranks have fewer luxury items, and the SPCs have none.

Junction City. The SFC in charge has a greater number of luxury items, followed by the MSG and then the SSG. The SPC has none.

Emporia. None of the four SSGs in this armory has objects considered as luxury items in this study.

Group of Four Armories. Figure 3.9.2 shows the mean number of luxury items by rank in the combined four armories. In general, the higher the rank, the more luxury items in a workspace (Appendix D, Photo 8). Yet SGMs and MSGs have more luxury items than MAJs and CPTs.

#### **Functional Accessories.**

Functional Accessories are those items that are practical and essential to conducting office work. (Appendix D, Photo 9) They include clothes racks, file cabinets, bookcases, boxes, lockers, shelves, typewriters, telephones, answering machines, intercommunication systems,

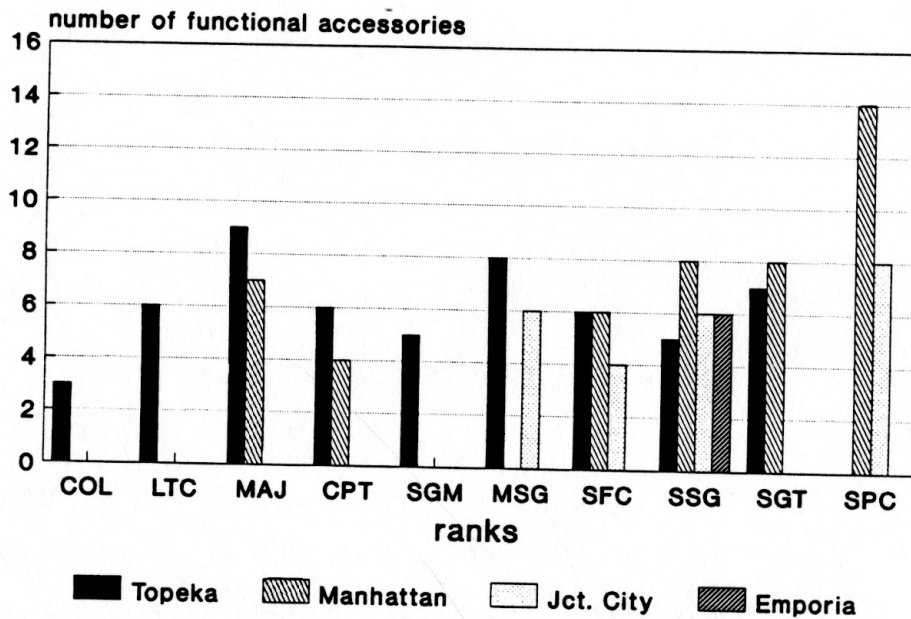


Figure 3.10.1 Functional accessory comparison in individual armories

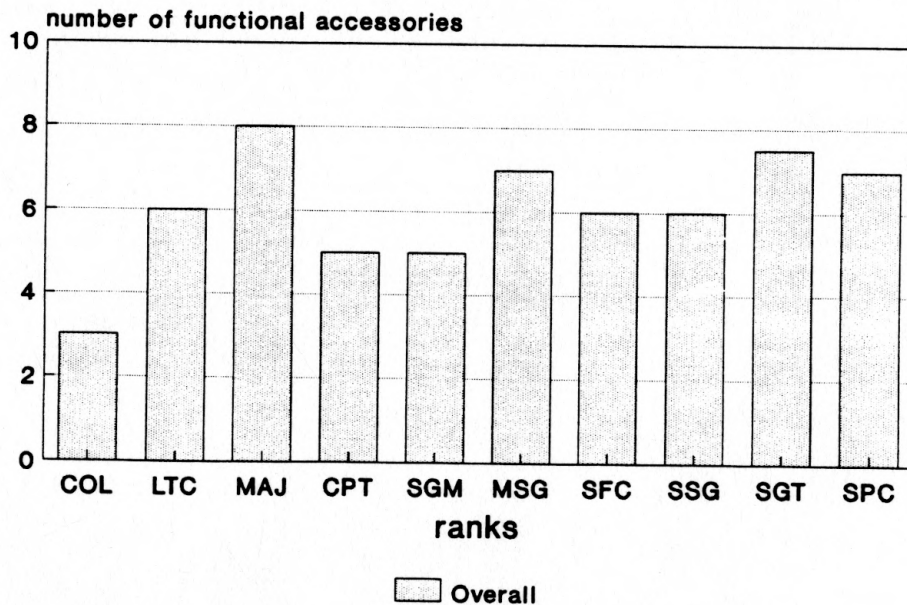


Figure 3.10.2 Functional accessory comparison across armories

bulletin boards, blackboards, paper hangers, desk lamps, telephone directories, and televisions used for work. Figures 3.10.1 and 3.10.2 indicate the mean number of functional accessories in the workspaces by ranks in each armory.

Topeka. Figure 3.10.1 does not show a clear relationship between the number of functional accessories in workspaces and the rank of the workspace occupants. The workspaces of the highest ranking individual has fewer functional accessories than all other workspaces. The greater number is found in the MAJ and MSG workspaces.

Manhattan. In this armory the lower ranks have more functional accessories than the higher ranks, although the MAJ has more than the CPT and the SFC.

Junction City. The SPC has the larger amount of functional accessories, followed by the SSG and the MSG. The person in charge (SFC) has the least.

Emporia. The recruiter has the most functional accessories in his workspace, followed by the clerk. The other two SSG have fewer functional accessories.

Group of Four Armories. Figure 3.10.2 shows the mean number of functional accessories by rank in the four armories. There is not a clear relationship between the rank scale with the number of functional accessories in a workspace. The smallest number of items is found in the COL workspace and the higher number in the MAJ workspace. The two lower ranks show the next larger number.



## **Communal Items**

Communal items, such as computers, printers, fax machines, microfilm viewers, refrigerators, microwave ovens, vacuum cleaner, radio walkie-talkie, group clothes racks, and mailboxes, are shared by two or more persons at different times. Figures 3.11.1 and 3.11.2 show the number of communal items in workspaces by ranks in each armory.

Topeka. In this armory the lower rank (SGT) workspaces have more communal items. COL and LTC workspaces have no communal items, and all other workspaces have the same number.

Manhattan. The enlisted individuals' workspaces have the most communal items, the SPC having the larger number. (Appendix d, Photo 10) Officers have no communal items.

Junction City. Only one SSG has a communal computer terminal in his workspace in this armory. The rest of the personnel have none.

Emporia. The three SSG who work in the same workspace share the same communal items. The recruiter has none.

Group of Four Armories. Figure 3.11.2 shows the mean number of communal items by rank in the four armories. It appears that fewer communal items are present as rank increases. Only the SGT has more items than the SPC. The two higher ranks, COL and LTC have none.

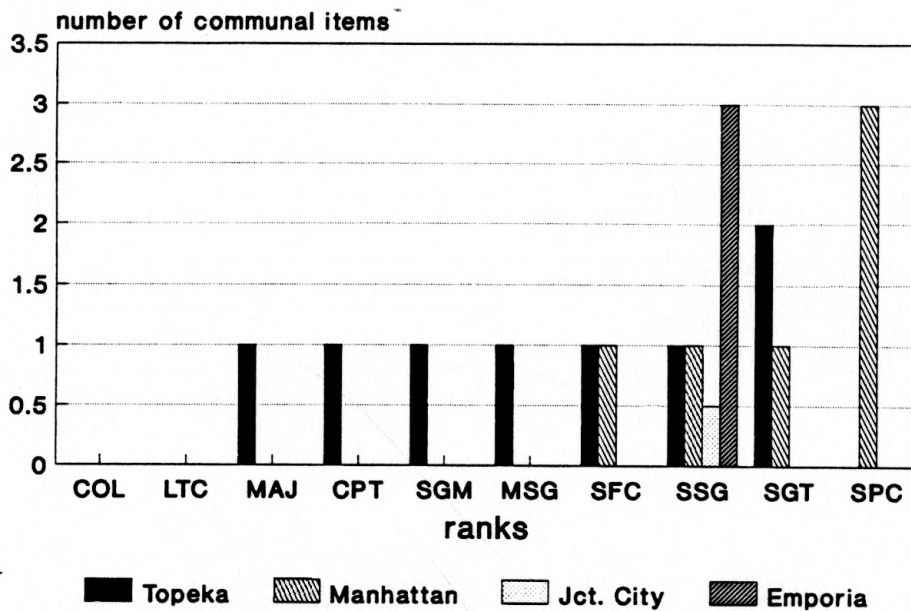


Figure 3.11.1 Communal item comparison in individual armories

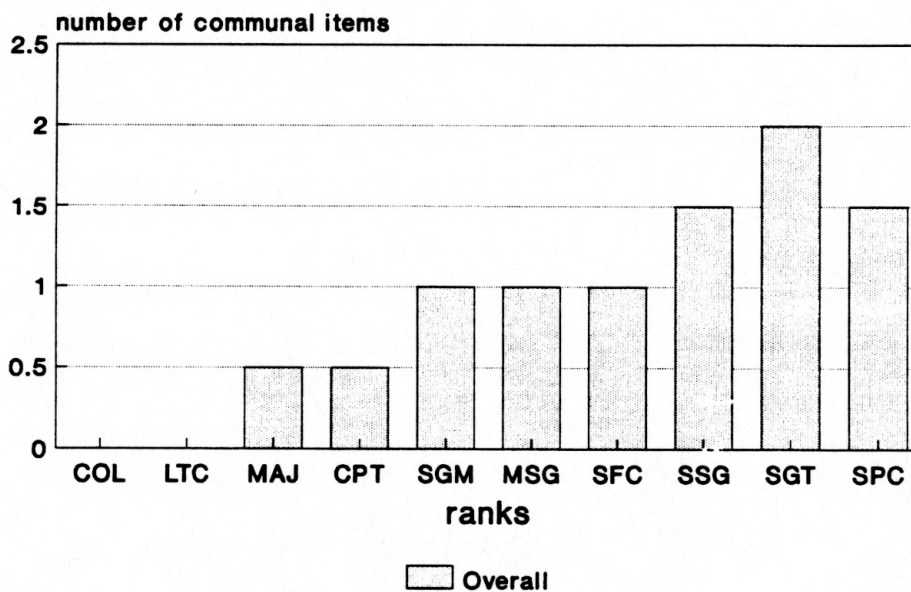


Figure 3.11.2 Communal item comparison across armories

## **Military Items**

Military items are those functional articles that are provided by and belong to the National Guard. They include waste baskets, boxes, fans, round wall clocks, calendars, posters, maps, mugs and military wall pictures. Figures 3.12.1. and 3.12.2 show the mean number of military items in the workspaces by rank in each armory.

Topeka. There is not a relationship between rank and the number of military items in the workspaces of this armory. More military items are found in the LTC workspace, followed by the SGM, SSG, and COL. There are fewer military items in the workspaces of MAJ, CPT, and MSG.

Manhattan. In this building, as in Topeka, there is no a relationship between rank and number of military items in the workspaces. The lower ranks show the more amounts of military items, although the MAJ workspace has more than the CPT and SFC.

Junction City. The MSG and SPC workspaces have more military items, followed by the SFC and SSG.

Emporia. The recruiter (SSG) and the person in charge (SSG) have the greatest number of military items, and the other two SSGs have the fewer.

Group of Four Armories. Figure 3.12.2 shows the mean number of military items by rank in the four armories.

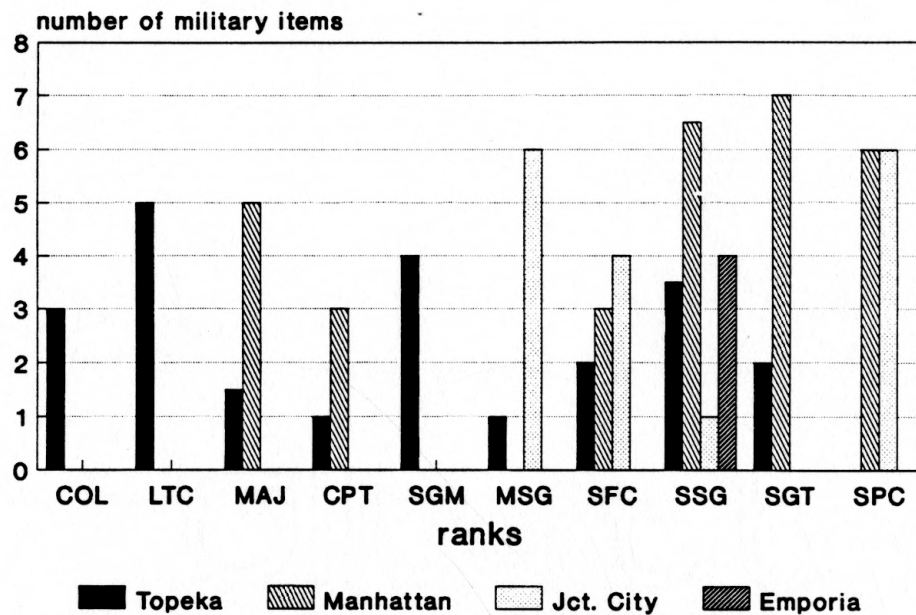


Figure 3.12.1 Military item comparison in individual armories

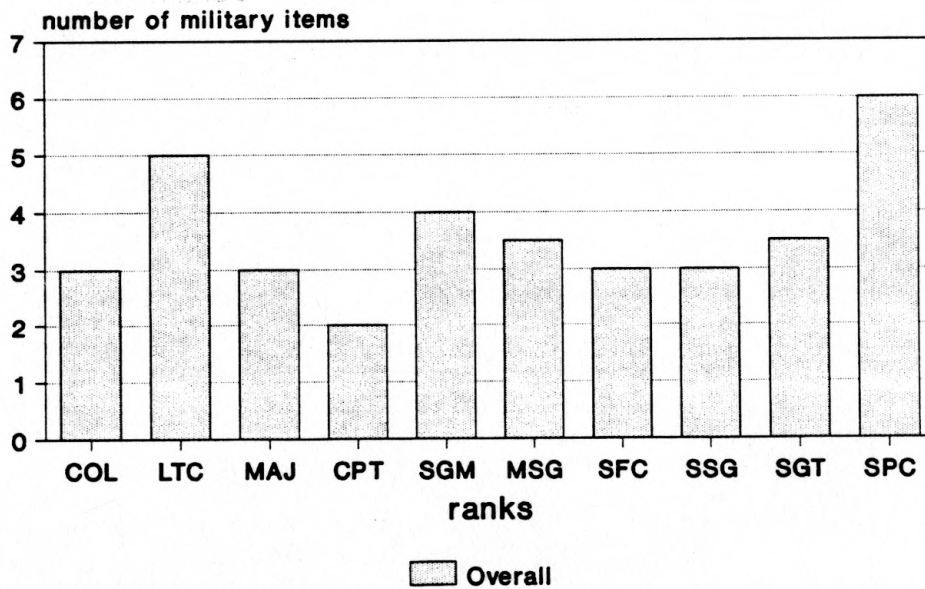


Figure 3.12.2 Military item comparison across armories

There is no clear relationship between ranks and the number of military items in a workspace. A larger number of military items is found in the lower rank workspaces, followed by the LTC and SGM. A smaller number is found in the CPT workspaces. The rest of the ranks have about the same quantities.

#### Extra Amenities and Facilities in Workspaces

This category of status markers does not seem to be a key factor in National Guard workspaces. The few high technology products found (e.g. computers, microfilm viewers, facsimile machines) can better be described as communal items. They are located in the lower ranking individuals' workspaces. The officers, SGMs, or MSGs in this study do not have a computer terminal. The only status relevant facility found in the study is a meeting room in each armory. In Topeka, the conference table is located in the COL's workspace; in Manhattan, it is in the MAJ's workspace (Appendix D, Photo 11). The Junction City meeting room is located in the orderly room outside of a SFC's workspace; the room contiguous to the main office is used in Emporia. Each room is located inside or beside the person in charge's office.

This chapter presented an analysis of the results of the study regarding status markers. Chapter four describes the results of the study regarding employees perceptions of status demarcation.



## CHAPTER 4

### ANALYSIS OF PERCEPTIONS OF STATUS DEMARCATION BY NATIONAL GUARD OFFICE EMPLOYEES

Twenty-five National Guard employees were interviewed in their workspaces during site visits. The interview sample included individuals of different ranks from the four armories. Although the interview was guided by pre-established questions, informal conversations with the employees also took place. The main results of these interviews follow.

#### Status Support

The perception by National Guard employees of whether their workspace accurately reflect status were diverse. Most of the National Guard employees who were interviewed agreed that the physical appearance of workspaces reflects something about the occupant. In general, higher ranking individuals perceived that office spaces demarcate the status of the employees within the organization. Officers and some high ranking enlisted individuals perceived that their own workspaces reflect their status. It is important to note, however, that some of the enlisted employees did not perceive differences between workspaces of high ranking individuals and their own. This is especially true in

Junction City and Emporia, where no full-time officers are employed. These employees perceived that, in general, all the workspaces in the National Guard armories look alike.

In theory, employees whose workspace appropriately reflect their status are relatively satisfied with their work environment. This study did not address this relationship between status support and satisfaction, although some evidence was found through the interviews with some recruiters. Three employees in this position did not perceive that their workspaces correspond to their job position or status. The recruiters believed that the appearance of their workspace is very important because it is the first impression of the National Guard for the prospective recruits that they receive and interview. Two recruiters who are assigned to the same workspace felt crowded and expressed the desire to have individual workspaces. The other recruiter who was not satisfied with his workspace expressed concern both about inadequate space and poor location. Another reason for the recruiters dissatisfaction was their perception that what they receive from the organization is not equal to that of others in the same job position. They compared their workspace with that of a recruiter in another armory who has a larger private office. This particular individual appeared to be satisfied with his workspace, and he perceived it as the biggest and "best" workspace in his building. It is interesting to note that this recruiter felt that his workspace gave him status

even though he was not a high ranking individual, commenting that "it is more important what you do than what you are".

The other recruiters interviewed appeared to be satisfied with their workspaces. The recruiters are proud of their job and they measure their performance by the number of people that they have brought into the National Guard. They like to display their awards on the wall. For example, one recruiter has covered an entire wall with the names of each person recruited and the dates of their enlistment.

#### Perceptions regarding workspace personalization

All of the employees interviewed perceived that they have the freedom to make choices about the appearance and arrangement of their workspaces. There are not explicit guidelines in the National Guard regarding personalization of workspaces. However, space constraints, immovable furniture, limitation of funds, changing working conditions, and the length of time an individual has occupied a workspace affect the exercise of that freedom.

Small workspaces limit the possibility for change. For example, some employees who had private offices indicated that repositioning or addition of furniture was impossible due to space limitations. Perceived inadequacy of space led to feelings of being crowded and disorganized. These frustrations were heightened when employees shared workspace or communal items, such as copy machines or computers. Lack

of wall surface was cited as an obstacle to displaying items.

Stationary items, such as workstations, limit rearrangement of workspaces and preclude the addition of furnishings. Although use of a workstation reduces flexibility for workspace arrangement, one employee preferred the greater surface area of the workstation as opposed to a desk. In addition, requests to replace furnishings, such as a chair, or make other workspace improvements were not always approved because of budget limitations.

The change in workspace assignment made necessary by weekend drill also affected perceptions of status demarcation. Several part-time personnel occupy the buildings during drill weekends that take place each month. Some positions require use of the office workspaces available in the armory. Full-time employees who may have a different assignments on weekend than during the week, may be moved to another office. Other employees, such as NCOs, are sent to the field. In some cases their workstations remain vacant. Employees who are moved from their workspace to another during drill weekends are hesitant to change or rearrange things because they do not feel a sense of belonging. Consequently they do not wish to display personal items.

Several workspaces do not change, however. For example, recruiters' workspaces are not used by any other employee. In fact, most of the recruiters referred to

their workspace as "mine" when interviewed. Supply Sergeants, regardless of their rank (SFC, SSG, MSG), always remain in their workspace because they are responsible for the entire supply area and its contents. Employees in administrative clerical positions assigned either to reception areas or individual workspaces, usually occupy their same space during the weekend drills. Enlisted personnel are more likely than officers to change their working conditions during drill weekends, although there is one officer who relocates to another workspace.

**TABLE 4.1- Changes in Workspace Allocation During Drill Weekends by Rank**

	Stays, work-space conditions remain unchanged				Stays, work-space conditions change				Moves to the field				Moves within armory			
Rank	*T	M	J	E	T	M	J	E	T	M	J	E	T	M	J	E
COL	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LTC	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MAJ	1	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0
CPT	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
SGM	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
MSG	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0
SFC	3	2	0	1	0	1	0	1	1	2	0	0	0	0	0	0
SSG	2	1	1	1	5	3	0	0	0	0	1	1	0	0	0	2
SGT	2	0	0	0	1	2	0	0	0	1	0	0	0	0	0	0
SPC	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0
	10	4	2	3	10	7	0	2	1	3	1	1	0	1	0	2

\* T= Topeka    M= Manhattan    J= Junction City    E=Emporia



Table 4.1 shows the changes in workspace allocation during weekends. The number of people in each rank and in each armory that remain in their same workspace; change conditions, e.g. an increased number of people share the space; go to the field; or are assigned another workspace is indicated.

Most employees have occupied their workspace for only three months to two years. The recruiters, however, have remained in their workspaces for three to 4.5 years. In general, officers have greater workspace permanence than enlisted personnel.

The time that employees have been in their workspace apparently affects both their feelings and attempts at personalization. Long-term stability in the office environment seems to be related to a sense of ownership. The very act of personalizing or caring for one's space may create strong bonds of attachment to the workspace. One employee with clerical duties had been in his workspace for three months at the time of the study. Because he did not feel like this space was "his" yet, he had not brought personal items. A similar response came from another clerical employee who said that he has been moved from workspace to workspace in the past few months. Thus, he did not want to bring anymore personal items or ornamentation because he may be moved again. Choices for personalization seem to be related to the worker's likelihood of remaining in the National Guard.

### Perception of Status Markers

Twenty-five National Guard employees were asked to mention three items that differentiate the workspace of high ranking individuals, such as Colonels or Generals, from others. These responses are comparable to status markers. Table 4.2 lists the items identified as status markers and the frequency of the responses.

**TABLE 4.2- Items Perceived as Status Markers by National Guard employees**

Status Markers	Frequency
Expensive, wood desk	10
Big desk	8
Big office	8
Privacy	8
Nice carpet	8
Extra meeting desk or room	7
Comfortable, high, expensive chair	5
Nice decoration, art work	3
Military ornaments or awards	3
Flags	3
Coffee table	2
Clean, organized office	2
Nice wall covering	2
Warm environment	2
Blue color	1
Books	1
Pleasure items	1
New desk	1
Total Responses: 75	

The items most often mentioned were "expensive, wood desk", "big desk", "big office", "privacy", and "nice carpet". Having an "extra meeting room or table" also was mentioned frequently. All of these items belong to the categories of status markers identified by Konar (1982).

Objects related to personalization, such as "nice decoration, art work", or "pleasure items" were mentioned less often. It is interesting to note that workspace location was not mentioned at all.

Apparently there are no differences in the responses relevant to job type or rank. The same objects were perceived as status markers in all ranks.

### Perceptions of Military Appearance

During the interviews most of the National Guard employees referred to the "military appearance" of their workspaces. This term was defined using different descriptions as shown in Table 4.3.

**TABLE 4.3- Military Appearance of Workspaces as Perceived by Employees**

Description	Frequency
Colors: conservative, green, brown, white	6
Ordered, clean, organized office	5
Military displays: awards, flags, pictures	3
Ugly and cheap furniture	2
Plain appearance, non-flashing	2
Professional look	1
Few personal items	1
Not family oriented	1
Without immoral items	1
Uncomfortable chairs	1
Total Responses	23

National Guard employees perceived their workspaces as having a military appearance when they reflect a clean, organized, professional look, containing traditional military colors and military oriented displays.

Some of the descriptions for a military appearance also were indicated as status markers. The concept of a clean, organized, professional looking workspace was used for both. The same occurred with military oriented displays such as flags.

Other items perceived as "military" seem to be the opposite of markers of status. For example, "ugly, cheap, uncomfortable" furniture was depicted as military, while "nice, expensive, big, comfortable" furniture was a status marker. The colors perceived as military -green, brown, and white- were not described as markers of status. Personalization was not perceived as a marker of status, although some employees indicated that the workspace of a high ranking officer should have both a military appearance (military displays) and personal items.

#### Preferred Workspace Attributes

Table 4.4 lists the aspects of workspaces that employees liked the best. The employees did not rate the responses from a checklist. All the responses were obtained through interviews.

**TABLE 4.4- Preferred Workspace Attributes**

Description of items	Frequency
Location (close to something of value: door, boss, thermostat control, people in same job section, etc)	12
Large workspace size	8
Having a window, view	7
Privacy, can close door	6
Warm, "home-like", relaxing environment	5
Appropriate workspace size (not big, not small)	4
Privacy, quiet	3
Organizational capacity (storage, workstations)	3
Location (ground floor, or second level)	3
New furniture	2
Comfortable space	2
Privacy, controlled access	2
Having lots of personal items	2
Lighting	1
Location (away from boss)	1
Having a meeting table	1
Wall covering	1
Warm color combination	1
Total Responses	64

Most of the National Guard employees interviewed were satisfied with the relative location and size of their workspace. They also like having enclosed spaces with windows for a view, and doors for privacy.

Some of the items that National Guard employees like best about their workspaces also were mentioned as markers of status: large workspace size, privacy, new furniture, wall covering and personal items. These items were not mentioned as descriptive of military workspace, however.



The concept of the warm, comfortable, home-like environment that employees preferred is opposite to the plain, professional, and non-flashy appearance of military offices. However, employees indicated that they desire an organized office with warm, "non-military" colors.

## CHAPTER 5

### INTERPRETATION OF RESULTS

#### Status Demarcation in National Guard Office Environments

Historically, status demarcation has been a pervasive aspect of office environments. This study suggests that status demarcation is a common practice in National Guard offices, although it takes a very particular form due to the nature of the organizational structure. Because of the emphasis on authoritative hierarchy one might expect the military to mandate strict adherence to guidelines regarding status markers in its office spaces. The relationship between the degree of hierarchical structure and the level of status demarcation in the National Guard organization is not clearly defined, however.

In general, the status of an individual in any organization tends to coincide with his or her formal rank in that organization: the higher the rank, the higher the status. This study of the National Guard office environment found that authority is indeed the most obvious scale of value in the organization, although, as Duffy suggested (1969), there are other dimensions on which status is determined. In addition to formal rank, an

employee's status may be determined by the importance of the job he or she performs in the technical structure. For example, recruiters, whose mission is to bring new people into the National Guard, must have certain privileges in their workspaces regardless of their rank, if they are to impress positively prospective recruits. With the exception of the Manhattan armory, recruiters have large one-person workspaces, good locations in front of the buildings, and more personalized workspaces (Appendix D, Photo 12).

The status of an individual also is determined by his or her value to organizational members. In the National Guard, individuals with the rank of Sergeant Major have this special value. The results of this study support the fact that Sergeant Majors in the military, because of the physical attributes of their workspaces, (Appendix D, Photo 13) have more status than Lieutenants, Captains and Majors. Thus, formal military rank based on the hierarchy of authority and compensation does not always correspond directly to status.

Besides the hierarchy of authority emphasized by ranks in the National Guard, this study found that organizational levels also seem to affect some aspects of status demarcation. In general, employees working for the brigade organizational level have the most desirable physical attributes in their workspaces, followed by the employees working for the battalion and company level.

This is especially true for location and size of workspaces in the Topeka and Manhattan armories, where the brigade and battalion staff is assigned.

Results also indicate that although status demarcation has an important role in the physical appearance of the office workspaces, it is only one of several organizational considerations that affect workspace design. The layout of the office spaces in the armories supports the idea that functional job types are the basis for determining individual workspace attributes. For example, employees who do single tasks, e.g. data-entry, require little furniture; however, clerks who engage in several tasks and handle the paperwork of one or more supervisors require more furniture or work surface. It appears that status marking through such elements as spaces, furniture, or privacy can not be considered independently of function.

In addition, the unusual practice of housing part-time weekend personnel with full-time weekday staff affects some aspects of status demarcation. Some part-time personnel, specially supervisors or commanders, require an office workspace during the drill weekends. The furniture or space for these individuals either is unoccupied or used by full-time personnel during weekdays. Vacated desks and workspaces were present in the four armories studied, inside or close to workspaces of people at all levels. Close proximity to a workspace assigned to a part-time commander, for example, gives status to some full-time

individuals of lower rank.

Another aspect affecting the physical appearance and, thus, the demarcation of status, is the history of each building. For example, the Manhattan armory originally was designed to house only one unit and, consequently, fewer full-time personnel. The office space thus is limited. When a second unit came to use the building, the available space was divided and modified, making more but smaller office spaces. This explains why there is insufficient space for independent or larger recruiter workspaces.

#### Differences in the Workspaces of National Guard Employees

The set of categories of status markers derived from Konar and associates (1982) served as a framework of analysis. No single category should be considered alone, however, but rather as a part of the whole range of office physical attributes related to status. The authority orientation of the organization in general is reflected by environmental status demarcation.

Location of workspace: The study of the National Guard offices supports the idea that the location of a workspace can suggest the status of its occupant. The location of higher ranking individuals workspaces had an intrinsic value in relation to the other workspaces. For example, the officers and their staff of enlisted personnel working in Topeka for the brigade level are



assigned to workspaces in the area in front of the building, with easy access from the main entrance and an additional side entrance. The enlisted personnel in this area have an additional privilege of location: close proximity to the officers. As in housing, neighbors may benefit or suffer from each other's status. Also in all the armories some workspaces assigned to part-time commanders or other high ranking individuals are unoccupied during weekdays. The workspaces close to them acquire implied status.

Elevation also was status-relevant aspect of location. The only National Guard building in this study with a second level is located in Manhattan; the battalion officers are assigned to this area. Corner offices seem to have intrinsic value as well, probably because of their remoteness from traffic and the vantage points of the outside world. In buildings where workspaces are divided into different areas, several individuals of all ranks are assigned to corner offices. Yet, it is notable that the higher ranking individuals within those areas have the corner locations. For instance, on the second level of the Manhattan armory, the two officers are located in the corner workspaces. In Topeka, in the brigade area, the officers' workspaces also are located in corners, with enlisted personnel occupying workspaces between them.

Privacy: In the National Guard armories the concept of privacy requires a special approach for evaluation.

Most of the previous research in office environments (e.g. Sundstrom and associates, 1980) has dealt with offices where a combination of open plans and enclosed spaces exists. According to the literature, managers occupy more highly enclosed workspaces than other employees. In this study, all of the workspaces were enclosed; the degree of privacy, thus, was measured by the number of people assigned to each space, and by the communal or private function of the space. The results support the idea that the degree of privacy serves as a status marker. In general, all of the communal spaces were occupied by individuals of lower rank, and all the higher ranking employees occupy private offices.

Size of workspaces: Apparently there are no explicit standards for space allocations in the National Guard workspaces based on status or job level. Results indicate, however, that there is a certain relationship between the amount of floorspace in the workspaces with the status of the occupants. This relationship did not vary systematically with formal military rank. The higher ranking individuals had bigger workspaces, but the rank of Sergeant Major outpaced those of Major and Captain. In the enlisted scale the Sergeant First Class rank notably had the bigger office size. This exception was due to the fact that one recruiter in Junction City with this rank had an extraordinarily larger amount of floorspace compared to other employees in all the armories within all ranks.

Personalization in workspaces: Freedom to add one's own personal artifacts to a workspace does not tend to be restricted to high-status individuals. Freedom of this kind is not costly and can easily be provided to all. In general, however, results indicated that lower ranking individuals had fewer personal items in their workspaces. An exception was found in the rank of Staff Sergeant, where one person chose to display numerous photographs on the wall, raising the average number of personal items in this rank. The location of this person's workspace in a windowless area may be responsible for the large number of photographs displayed. The most interesting fact to point out in this part of the study is that Captains have a notably larger amount of personalization in their workspaces than the rest of the ranks. This could be simply a reflection of their personalities. It is difficult to make an assumption that their rank has a direct influence on the personal items that they choose to display in their workspace.

Quantity and Quality of Furnishings: The nature of the office furnishings appeared to demarcate the status of workspace occupants in the National Guard armories. For this study, furnishings were divided into categories to facilitate the evaluation. Results indicated that the persons with the higher ranks tend to have more pieces of furniture in their workspaces. In some cases, this fact may serve useful purposes. For example, two officers in

the study needed more seating and additional space for meetings. Yet, the relationship between rank and the amount of pieces of furniture is not precise. The unusual situation in this organization of having part-time weekend employees who also are users of the workspaces creates special results in the study of status markers. Some workspaces had extra furniture that is not used during the weekdays, thus creating variations in the furniture counts.

Other factors in the study of furnishing that were status relevant are materials, sizes, and styles. This study considered materials and sizes of desks. The status properties of materials were based on economics. Results indicate that woods, which are more expensive than metals, were more likely to appear in the offices of National Guard high-status individuals. Desk sizes also appeared to vary with status, although the differences were not drastic. In general, the larger desk surfaces appeared in the workspaces of the higher ranking individuals. Interestingly, the rank of Sergeant Major outpaces Majors and Captains in desk size.

The presence of luxury items in the National Guard workspaces varied systematically with status. Individuals in the lower ranks had few, if any luxury items in their workspaces. Greater numbers of luxury items appeared in the workspaces of the higher ranking individuals. It is important to note that once again Sergeant Major rank

outpaced Majors and Captains.

The study of functional accessories in workspaces showed an opposite trend. The higher ranks had fewer functional accessories. This is status relevant because the less functional an item, the higher the status it connotes.

As Konar and Sundstrom (1981) pointed out, the general level of resources in an organization and the current availability of a specific commodity can affect the level of status at which a particular marker becomes prevalent because local value and scarcity are altered. In the National Guard the organization provides the employees with certain functional accessories to use in their workspaces, called "military items" in this study. These items, although of general use, still have considerable value. Results indicated, that, in general, the higher ranks appeared to have fewer military items in their offices, although there were some exceptions. The LTC and SGM ranks had more military items in their workspaces following the SPC rank. This fact may indicate that although these items are of common use by National Guard employees, they do not lose value and have a meaning for the organization. There was no relationship between status and number of military items in the National Guard armories.

The organization's resources are also important for the study of communal items. Since the availability of



such items as computers, printers, and facsimile machines are limited, the National Guard places these items in communal workspaces. Instead of being indicators of high status, communal items usually are found in the lower ranking workspaces.

Extra amenities and facilities: This category of status markers in the National Guard facilities was not very prominent since high-technology products are not assigned exclusively to high ranking individuals. Items such as computers, printers, and facsimile machines were assigned to communal spaces to accommodate all employees.

One aspect that is relevant to status is the presence of an extra room for meetings. Such facilities are assigned to the individual in charge of each armory.

#### Perceptions of Status Demarcation

In the National Guard armories, the perceptions by employees of whether their workspaces accurately reflect status were diverse. Awareness of the use of status markers supports to some degree the fact that status demarcation is a pervasive practice. Higher ranking individuals sensed this more strongly than lower ranking enlisted employees. For example, an officer was aware of the specific characteristics that give status to his workspace, referring to the "big size, the controlled access, the nearness to the commanders, the corner location, and the kind of furniture in it". Enlisted

people in Topeka and Manhattan perceived the differences in status markers especially with the workspaces of the Colonels. On the contrary, in Junction City and Emporia, the enlisted employees did not perceive differences in their workspaces and those of other employees. They sensed that "everybody has the same kind of desks and furniture".

The study did not review in full the relationship between employees' satisfaction and the work environment as reflective of their own status. In theory, if employees perceive that their workspace accurately reflects their own status in the organization, their degree of satisfaction would be high, and their productivity could increase. The only example of status support detected in this study was found through interview of recruiters. Three employees in this position compared their workspace with that of one recruiter who has a very large highly personalized workspace "for himself". This particular individual expressed satisfaction with his workspace, while the other three did not. The practice of giving individuals of the same job type and status workspaces with very different ultimately attributes affects satisfaction, and may affect motivation.

All of the National Guard employees interviewed mentioned specific physical attributes of workspaces that make high-ranking offices, e.g. COL, GEN, different from theirs. These responses are comparable to status markers. The items most often mentioned were large expensive wood

desks, carpet, and privacy. It is important to note that expensive wood desks are not found frequently in the armories studied, and thus their limitation makes them a relevant status marker. Carpet is an interesting issue. Employees perceived it as a status marker, although most did not want carpet in their workspace. Carpets are considered to be hard to keep clean because many soldiers "with muddy boots" come in during drill weekends. Also, extra rooms or tables for meetings frequently are perceived as status markers.

All of the categories of status markers identified by Konar et al. (1982) were also identified by National Guard employees, with the exception of "location of workspace". When employees discussed location, they related it more to convenience than status. For example, recruiters indicated that their workspace is located close to the main entrance to provide easy access for recruits.

Thus, the interview responses also support the idea that functional job types are an important consideration for workspaces allocation or design. The kind of job performed determines to a great extent how the working conditions of an employee will be affected by drill weekends. For example, most of the clerks use their same workspace all the time, although on weekends it is often shared with a part-time employee. Recruiters usually do not share their workspace and are not relocated on drill weekends. This affects the way employees feel about their

workspaces. While recruiters feel that their workspace is something personal, clerks do not have the same sense of "belonging". One officer in the study did not feel any attachment to his workspace because it is occupied by another person during drill weekends. These feelings also affect the way employees arrange and personalize their workspace. The study of status demarcation was affected by these factors, especially in the category of personalization.

The number of personal items in the workspaces of individuals is affected also by the limitations that were pointed out through the interview responses. These limitations, including the special conditions during drill weekends, were the availability of funds, the time that the employee had been in his or her workspace, the size of the workspace, and the existence of stationary furniture in a workspace. These factors did not appear to affect high ranking individuals as much, perhaps because they may have had preference over funds, been in their workspace longer, had the bigger workspaces, did not have stationary furniture, and were not affected much by the part-timers.

Employees in the National Guard armories perceived a "military appearance" in the office workspaces, i.e. a "clean, organized, professional looking workspace", containing military oriented displays and few personal items. They also related the concept to common military colors, green, brown, and white. When talking about

furniture, "military" meant "non-expensive, simple, ugly, and uncomfortable".

The physical attributes of a workspace that employees prefer the most are location and size, and having a door and window. Other items they liked, besides privacy, included status markers such as: new furniture, wall coverings and display of personal items. National Guard employees also preferred "warm, comfortable, home-like environment", which is the opposite of their idea of a "plain, professional, non-flashy" military environment. In addition, they desired organized workspaces, which is a descriptor also mentioned as a status marker and as an issue related to the idea of military appearance. All of these aspects affect the physical appearance of individual workspaces.

#### Affects of a Military Environment On Status Demarcation

Some of the results of this study can be attributed to differences between the military environment and the private sector or other Government organizations. The National Guard clearly demarcates status through environmental appearance in its office workspaces. A number of variables affect this fact, some of which are unique to a military organization, where the hierarchy of authority is emphasized by ranks. In this study ranks were used as a basis for comparison, while other researchers investigating status demarcation in the private sector



used management levels. Both categories are comparable. High ranking individuals, more specifically officers, in the National Guard are equivalent to managers; noncommissioned officers (NCOs) or enlisted personnel from the ranks of Sergeant Major to Staff Sergeant, are equivalent to technical experts; and Sergeants and Specialists are equivalent to clerks. In this study of status demarcation, the results are consistent in general with the fact that office workspaces reflect or communicate the position of occupants in the organizational hierarchy. In the military, the more desirable physical attributes of workspaces as considered in the study (e.g., large office size) were found in a more notable way in the workspaces of the two higher ranks (COL and LTC). There was an obvious contrast with the workspaces of Sergeants and Specialists. In the ranks between, the differences are less pronounced.

The Army provides office employees with certain "military" objects that are not commonly found in other organizations, such as libraries, security items as security checklist and key boxes, history related ornaments, flags, and awards. In this study two new categories of office furnishings useful only in this particular military environment were added: "military items", and "communal items". These terms refer to items provided by the organization, and used either by one individual or by a group. The provision of military items

that are familiar to all the National Guard employees creates a special image that they perceive, in their own words, as a "military appearance". There are some aspects of this appearance that they respect, such as the presence of flags, awards, and a "professional look", which were related to high status. Quality of the furniture or "military colors", however, were perceived unfavorably as related to low status.

The National Guard provides most of the office furniture and accessories used by its employees. Although all these items are similar in appearance, there are some distinctions between high ranking officers and enlisted personnel. There is a similarity with the concept of army personnel wearing uniforms; although at first sight they all may look the same, there has to be distinction among them. The distinction is made through rank symbols attached to the uniforms. The same phenomenon is occurring in the office workspaces, where the physical environment is distinguishing persons from each other. The National Guard armories thus are using a unique status demarcation system through the appearance of their office workspaces. It is serving the Organization to maintain an Army tradition on rewarding employees for their achievements (as with the use of medals), and communicating positions in the hierarchy of authority (as with the use of rank symbols on uniforms).

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## **APPENDICES**



September 16, 1991

HQ, 69th Brigade  
Kansas Army National Guard  
Attn. LTC. Calvin Warrem

LTC. Warrem:

This correspondence is to follow our recent conversation concerning the research study to be performed in the administrative offices of the Kansas Army National Guard buildings located in Topeka, Manhattan, Junction City, and Emporia. This study will be used to fulfill requirements for the Master's degree in Architecture for Beatriz Bloomquist.

The research will consist of direct observations on the office areas and interviews with selected individuals. The purpose is to gather information regarding the physical appearance of assigned workspaces and the worker's perceptions of them. This information may be of value in future office design and improvement.

The participation of the personnel involved in this study should be voluntary. Any information given will be held in absolute confidence and used only for the purpose of this research.

If you have any questions please do not hesitate to contact us. We will share a copy of the final study with you when it is available.

We will greatly appreciate your provision of a letter of endorsement to accompany the letter to individual armories.

Sincerely:

---

Beatriz A. Bloomquist  
Graduate student

---

Richard Hoag  
Professor

## **APPENDIX A: Introductory Letter**

## **APPENDIX B: Status Markers Checklist**



REPLY TO  
ATTENTION OF

HEADQUARTERS, 69TH BRIGADE  
35th Infantry Division (Mechanized)  
Kansas Army National Guard  
2722 Topeka Avenue Topeka, Kansas 66611-1298



KSDB-XO

18 October 1991

MEMORANDUM FOR

OIC/NCOIC Topeka Armory, 2722 Topeka Ave. Topeka, KS 66611  
OIC Manhattan Armory, 1709 S. Airport Rd. Manhattan, KS 66502  
NCOIC Junction City Armory, 500 Airport Rd. Junction City, KS  
66441  
NCOIC Emporia Armory, 1809 Merchant St. Emporia, KS 66801

SUBJECT: Research Study for Administrative Offices

1. This memorandum is furnished as an endorsement to request your assistance with this project.
2. Any assistance you might render would be greatly appreciated and I feel mutually helpful.
3. Extend all courtesies and assistance to Mrs. Bloomquist on this matter as your participation is appreciated.
3. POC this HQ's is the undersigned at AV 720-8341 or Comm. 913-266-1341.

FOR THE COMMANDER:

Encl  
Letter of Request

*Calvin B. Warren*  
CALVIN B. WARREN  
LTC, AR, KSARNG  
Executive Officer

CF:  
Beatrice A. Bloomquist

I. FURNISHING				
1. Furniture				
	Material	Size	Color	Description
DESK				
CHAIR				
TABLE				

Comments	Name/rank:	NUM
	Armory	
	Date:                      Time:	

I. FURNISHING		
2. Functional Accessories		
	No.	Description
Waste Basket		
Clothes Rack		
File Cabinate		
Book Case		
Desk Items		

Comments	NUM
----------	-----



[illegible]94

## **APPENDIX C: Questionnaire Guide**

V. PERSONALIZATION

	No.	Description
Family Pictures		
Photographs		
Ornaments		
Diplomas		
Posters		
Calendar		
Plants		

Comments

NUM

Room Sketch

Comments

NUM

## INTERVIEW GUIDE

- 1) What is your job position? What do you do? What are your responsibilities? Could you briefly describe your duties?
- 2) How long have you been working (full-time) for the National Guard?
- 3) How long have you been in this particular office?
- 4) How well do you like your job?
- 5) How well do you like your office?
- 6) Where was your previous workspace? How well did you like it?
- 7) Why did you move here?
- 8) If you had your choice, which office would you prefer? Why? Were you given a choice?
- 9) How did you get this workspace: Was it assigned? (If he/she chose it) Why did you select it? (If it was assigned) Why was it given to you?
- 10) What do you think are the advantages and/or disadvantages of the location of your office?
- 11) How did you get the furniture that is here?
- 12) How did you get the equipment?
- 13) Was this office arranged like it is now when you first moved into it? (If yes) Why didn't you change it? (If not) What changes did you make? Why?
- 14) Do you feel that you have the freedom to change things around in your office?
- 15) Are you allowed to display personal items such as posters, pictures, ornaments, etc..?
- 16) In this office which of the things did you bring in?

## **APPENDIX D: Photographs**



- 17) Can you talk to me about some of the personal items you displayed? Why are they here?
- 18) Would you like to have more personal items here? (Why) or (Why not?)
- 19) If you had the chance to change your workspace right now, what would you change?
- 20) Do you think that a workspace can reflect or communicate something about its occupant? (If not) Why not? (If yes) Can you give an example in this building?
- 21) Do you feel your office reflects your position in this organization? (Why or Why not?)
- 22) When you are promoted, will you want to change your office in anyway to express your new status or to support your new role? (If not) Why not? (If yes) Could you describe some changes you would like to make?
- 23) To whom do you report? Do you supervise some employees? If so, how many?
- 24) In this building, which office would you like to have? Why?
- 25) Do you think that the workspaces of your co-workers, in general, corresponds to their position in this organization? Why?
- 26) Which 2 or 3 characteristics do you feel usually make the working areas of high rank officers seem different from the other areas of an office?

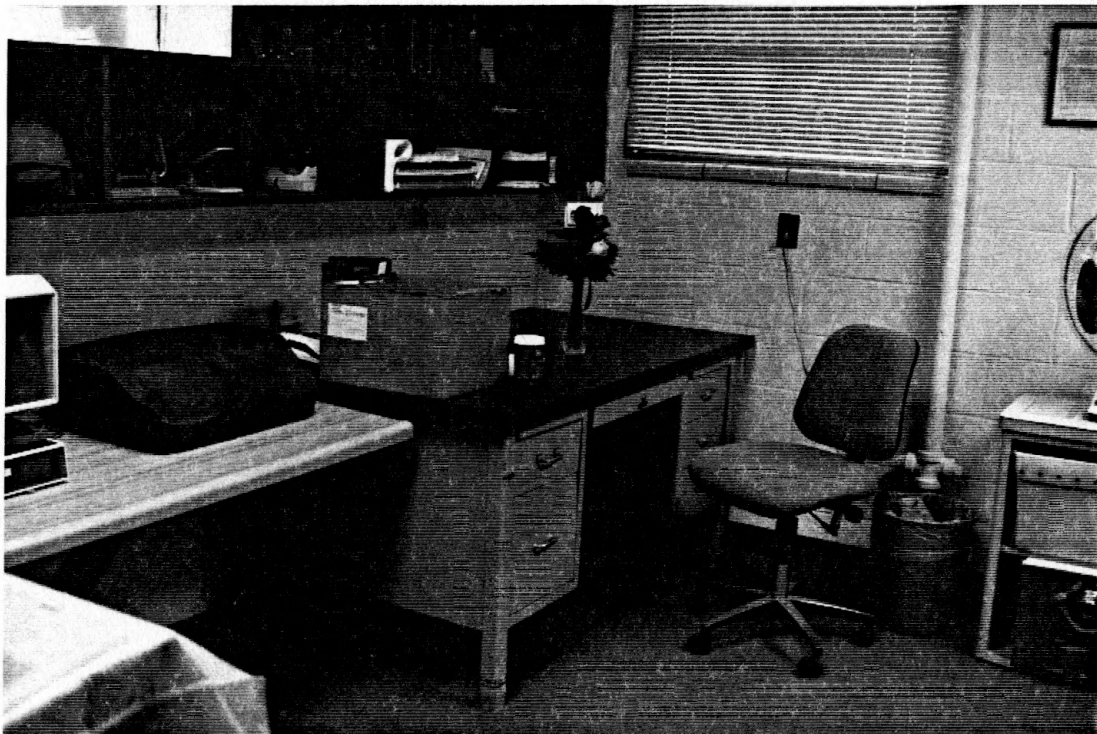


Photo 1- Private, one-person workspace.

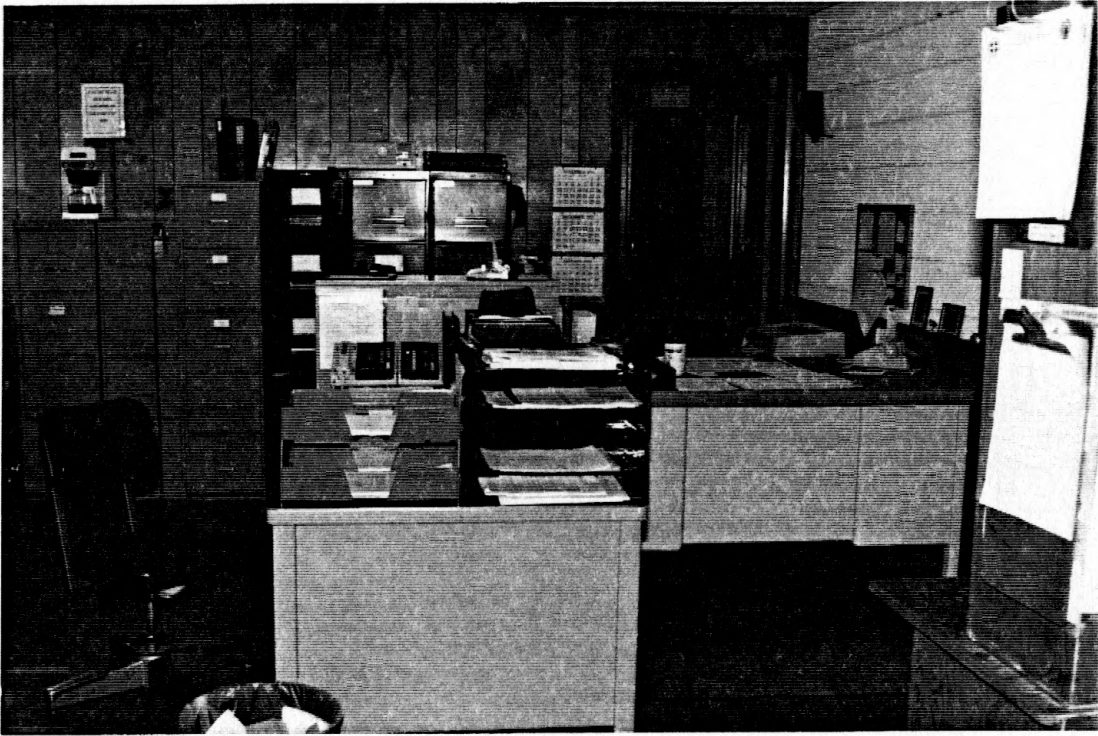


Photo 2- Communal, 3-persons workspace with computer terminal

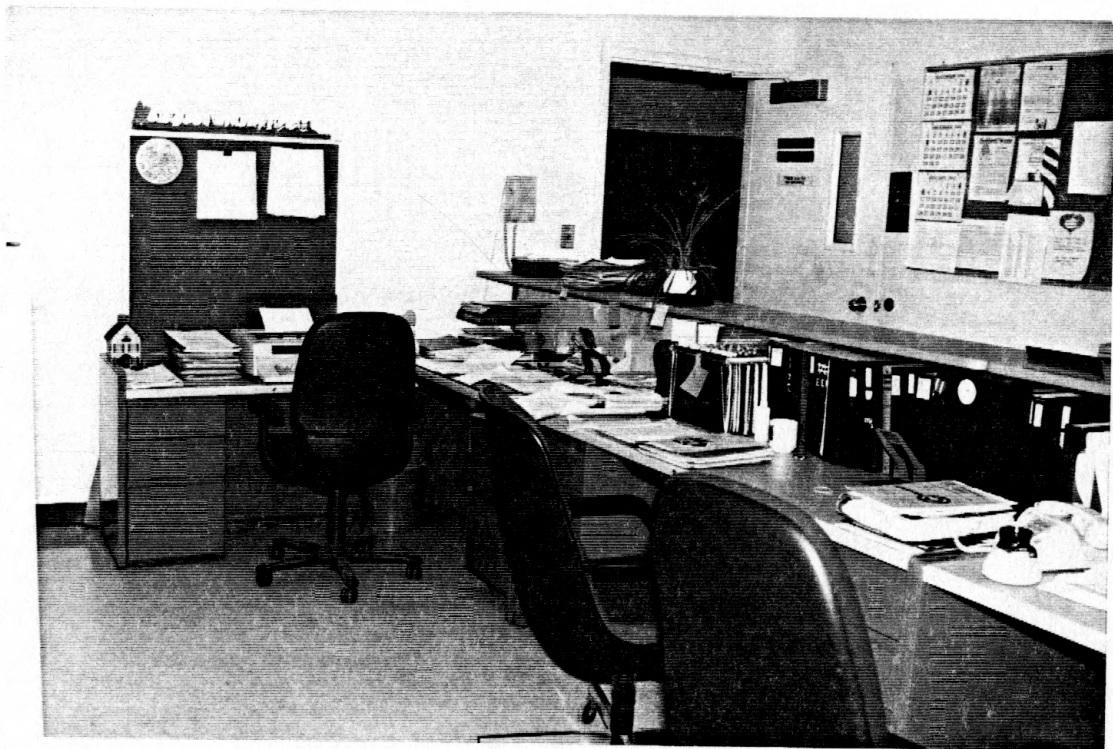


Photo 3- Communal, 4-persons workspace in basement

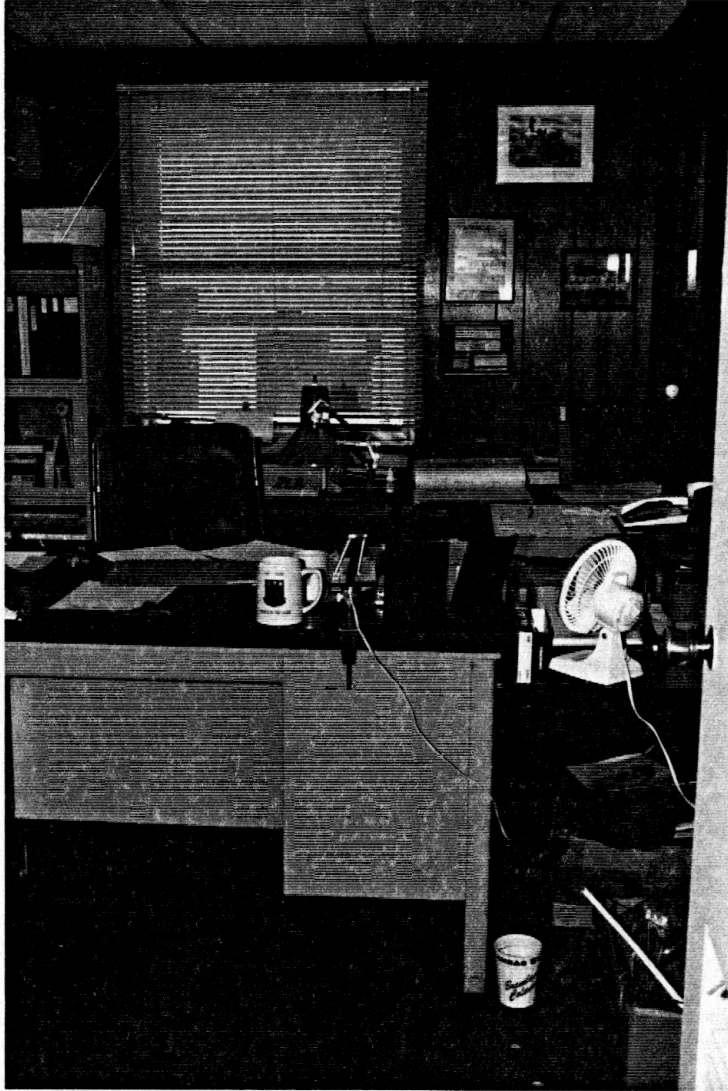


Photo 4- Highly personalized private workspace



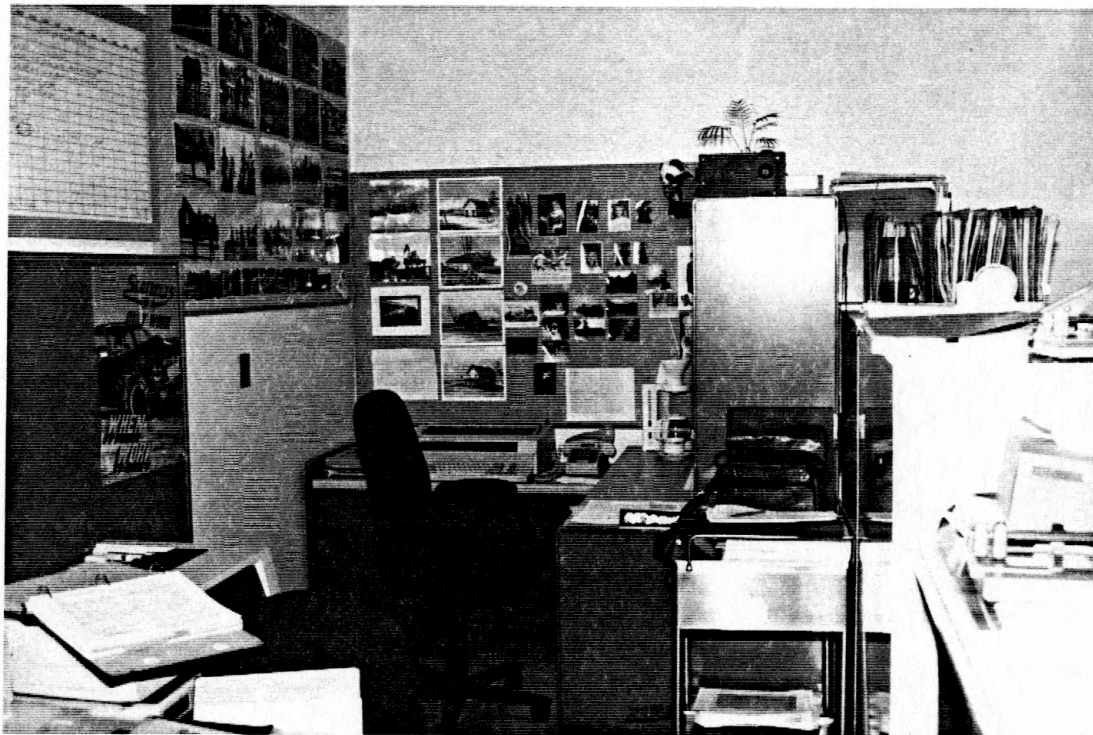


Photo 5- Highly personalized workspace in basement

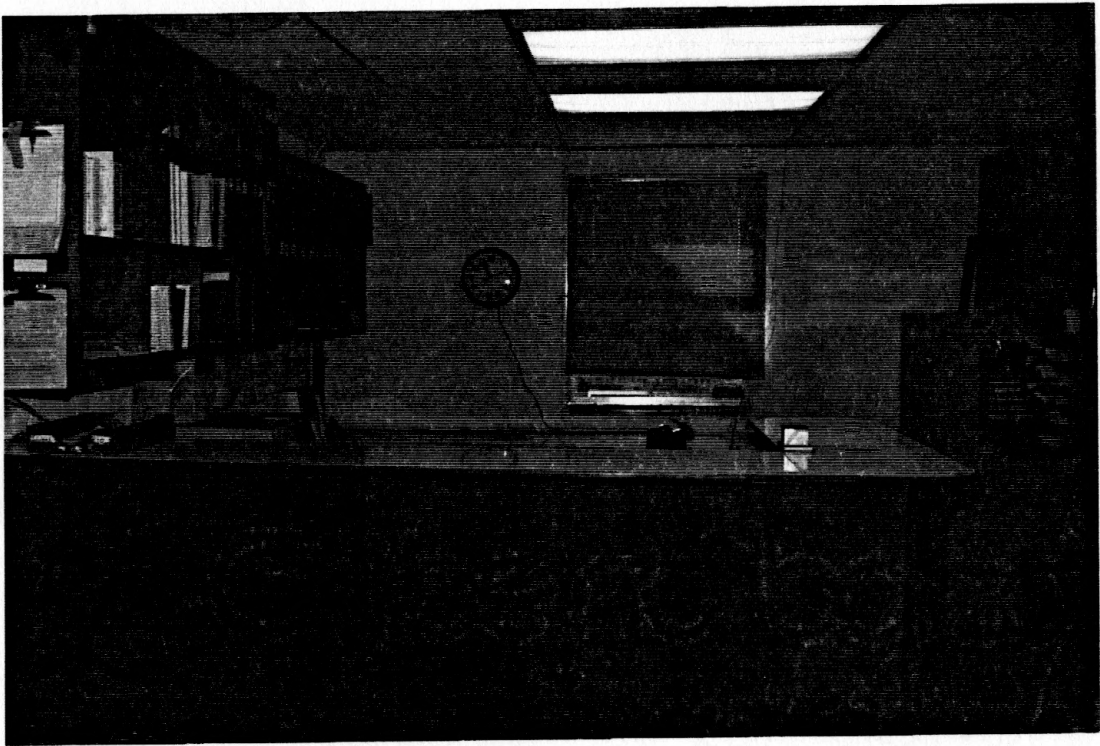


Photo 6- Workspace with workstation



Photo 7- High-ranking individual workspace with large desk surface

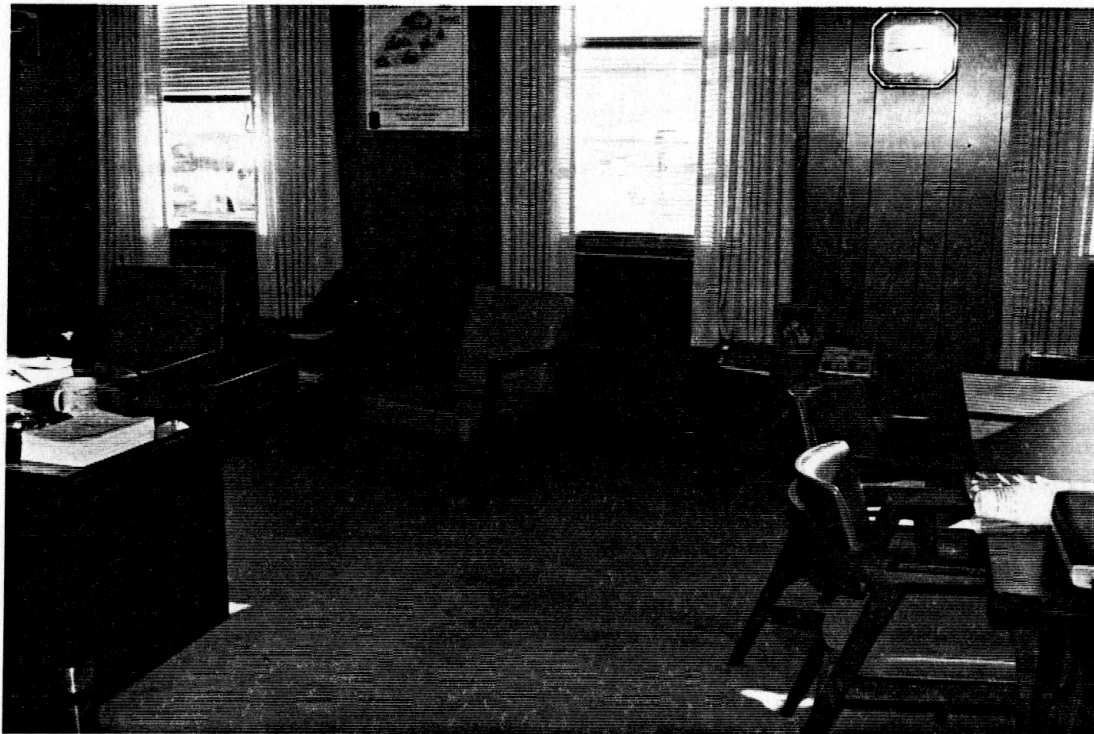


Photo 8- High-ranking individual workspace with meeting table, coffee table and chairs, wood desk, carpet and paneling

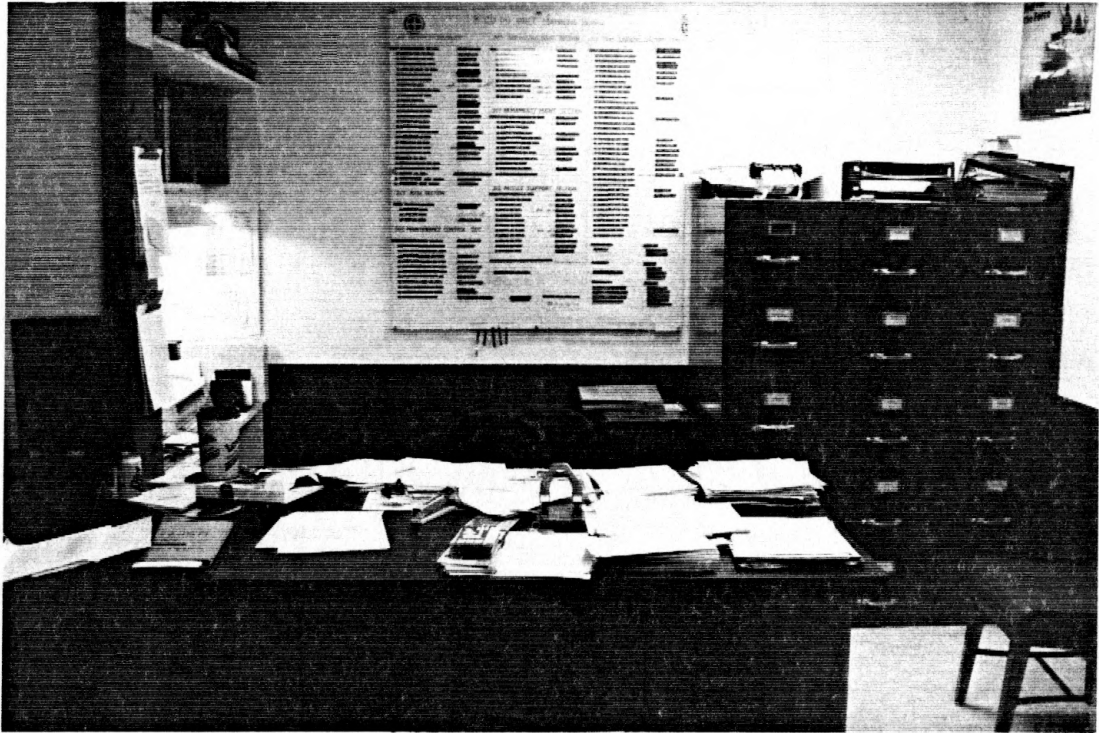


Photo 9- Clerical workspace with functional accessories

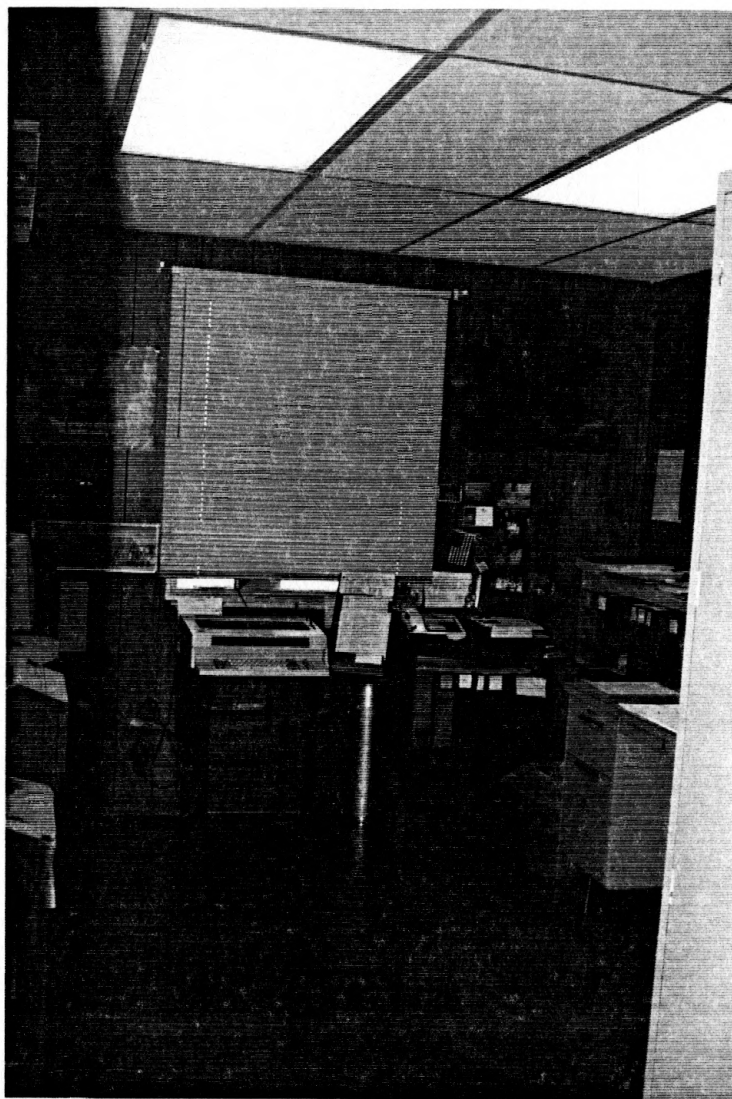


Photo 10- Communal, 1-person workspace with computer terminal, laser printer, facsimile machine, and typewriter



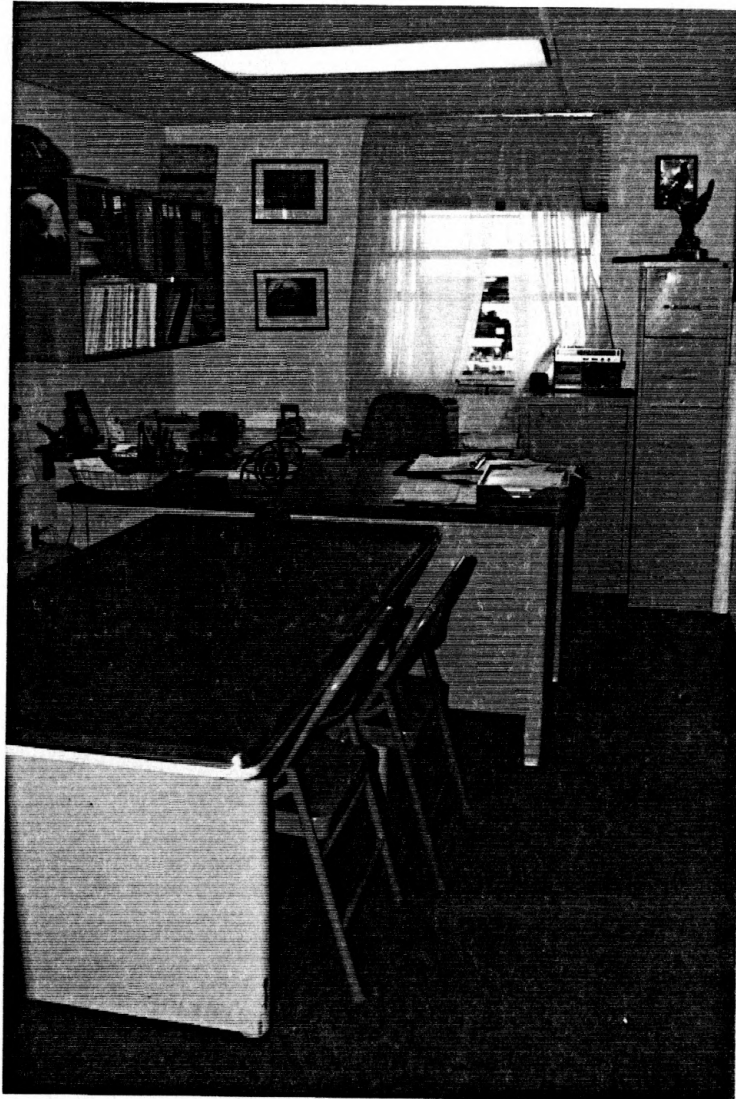


Photo 11- Workspace with meeting table and desk



Photo 12- Recruiters' workspace, large and highly personalized

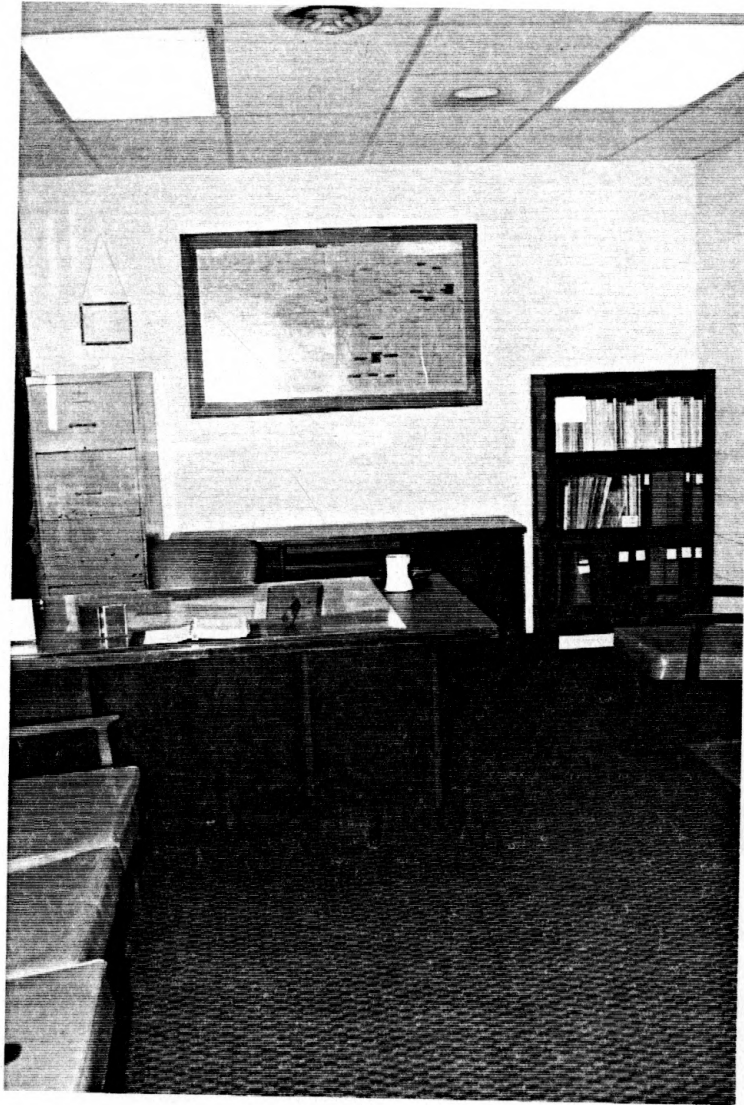


Photo 13- Sergeant Major workspace, large area, wood desk, carpet