Copyright is owned by the Author of the thesis. Permission is given for a copy to be downloaded by an individual for the purpose of research and private study only. The thesis may not be reproduced elsewhere without the permission of the Author.

BUREAUCRACY AND PROFESSIONALISM IN AN EDUCATIONAL ORGANISATION

A thesis presented in partial fulfilment
of the requirements for the degree
of Master of Arts
in Education at
Massey University

Brian Shaw

ACKNOWLEDGEMENTS

In conducting my investigation, I wish to express my gratitude to Professor R.S. Adams, not only for discussing ideas and reading drafts, but for his personal interest and encouragement at all times. Thanks are due to all teaching staff who co-operated by completing a questionnaire. I am also indebted to Mr Graham Hubbard, Mathematics Department, Palmerston North Teachers College for advice and assistance in the statistical analysis of research data. To Avril, Hilary and Nicola, my gratitude for their prolonged tolerance.

TABLE OF CONTENTS

	Page
Title Page	i
Acknowledgements	ii
Table of Contents	iii
List of Figures and Tables	v
Introduction: Aims and Purposes	vi
Chapter I : Theoretical Considerations - Bureaucracy	1
The Weberian Model	1
Criticism of the Weberian Model	6
Rebuttal to Criticisms of the Weberian Model	7
Conclusion on the Weberian Model	9
Bureaucracy and Schools	14
Chapter II : Theoretical Considerations - Professionalism	19
The Structural Model	19
The Attitudinal Model	24
Professionalism and Schools	27
Chapter III: Theoretical Considerations - Professionalism in Bureaucracies	36
The Conflict Model	37
The Accommodation Model	39
	42
Professionalism and Organisational Commitment	7-
in Schools	42
Professionalism, Organisational Commitment, ar	ıd
this Investigation	

	Page
Chapter V : Methodology	52
The Research Focus	52
Construction of Research Questionnaire	56
Administration of the Questionnaire	75
The Sample	76
Statistical Measures Used	76
Chapter VI : Findings	78
Chapter VII: Discussion	98
Appendix A	107
Appendix B	1 21
Eibliography	129

LIST OF FIGURES AND TABLES

		Page
FIGURE I	Hierarchy of Academic Groups in the College	69
TABLE 1	Sample Characteristics by Status; Tenure and Age.	79
2	Mean Scores for Professional Orientation, and	
	Professional Orientation Subscales:	81
3	Distribution of Respondents by High, Medium, and	
	Low Professional Orientation Scores.	82
4	Mean Scores for Organisational Commitment and	
	Organisational Commitment Subscales	83
5	Distribution of Respondents by High, Medium and	
	Low Organisational Commitment Scores.	84-
6	Mean Scores for Organisational Commitment and	
	Organisational Commitment Subscales by Status	85
7	Mean Scores for Organisational Commitment and	
	Organisational Commitment Subscales by Years	86
	in the College.	
8	Organisational Commitment - Distribution of	
	Respondents by Major Commitment to Reference	87
	Groups.	
9	Distribution of Respondents by High, Medium, and	
	Low Professional Behaviour Scores.	88
10	Distribution of Respondents by High, Medium and	
	Low Self Rating on Professionalism Scores.	89
11	Correlations and Analysis of Variance for Organisa	tional
	Commitment and Professional Orientation Scores.	90
12	Analysis of Variance of Organisational Commitment	
	by Status of Respondent.	92
13	Analysis of Variance of Organisational Commitment	
	by Length of Service in the Organisation.	93
14	Percentages of Respondents Allocating Major	774.18
	Commitment to each Reference Group.	95