

NOTE: THESE FOOTNOTES 4-5-6 WERE SENT TO MELISSA WARREN, MANAGING EDITOR, ESP. #5 AT HER REQUEST, TO SHOW THAT THE ARTICLE DOES NOT ADDRESS ISSUES OF SOCIAL CONTROL.

4. Control and Culture. For the purpose of this article, a reciprocal determinism (Bandura, 1978) is assumed between culture and person; and neither issues of first causes, or percentage of variance from person/situation interactions (cf. Mischel, 1979; Kenrick and Funder, 1988) is addressed. Bateson refers to cultural beliefs as an ethos: "a culturally standardized system of organization of the instincts and emotions of individuals" (Bateson and Mead, 1942/1962, p. xi);--and Skinner, defined culture as "a set of categories of reinforcement" (1971, p. 182). In this paper the assumption of ethos, (or generally accepted set of categories of reinforcement), and the use of the term "person" in the aggregate are not meant to negate or in any way deny that within-individual variations do occur (often along the particular control dimensions discussed).

5. Control and Political/Legal System. Although within the scope of a control-related analysis, the topic of control through the political and legal system is not addressed in this paper. Relevant topics include the government's role in national defense and security; government's role in economic control (laissez-faire versus centralization); governmental regulation (through laws and punishment) of individual personal habits (self versus social regulation); and amount of individual freedoms allowed versus societal maintenance of control and order (e.g. amount of →

freedom of the press, free speech, freedom of assembly, etc.). Society provides a continuum of "external/social control" ranging from opportunity, influence and suggestion (including cultural beliefs and rituals) to coercive punishment.

6. Control and Work is also not addressed in this paper. In work and control studies, most often examined is the component of autonomy. One aspect of control as autonomy refers to the content of the job: how much influence and direction does the person have over what they want to do. As can be expected, those who have more autonomy over the content of their work, feel their work has more purpose, meaning, and significance. A second aspect of control as autonomy is how much discretion, freedom, and independence a person has over the method and pacing of individual tasks. Are there variety, skill utilization, decision authority, opportunities for learning? Does the job require "completion of a whole and identifiable piece of work; that is doing a job from beginning to end with a visible outcome." A third aspect of control reflects the organizational level: are there opportunities to influence other people in the work environment and bring about changes in the organization as a whole? This can include employee initiated changes in methods to increase safety, participation in decision making, and setting performance goals. Another issue sometimes measured regarding control is personal space. Privacy allows individuals to have control over when and with whom they interact. They can talk about private matters without being overheard, and can have autonomy from direct supervision in terms of what a supervisor can hear and see.

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