Current Psychological Perceptions Of Clothing As A Form Of Communication In The Business Environment

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CURRENT PSYCHOLOGICAL PERCEPTIONS OF CLOTHING AS A FORM OF COMMUNICATION IN THE BUSINESS ENVIRONMENT

BY

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Chapter I

INTRODUCTION

At one time or another working women have asked: “What am I going to wear to work?” Fashion, societal perceptions, first impressions, self-concept and monetary budgets all play roles in the decisions on what we wear to work. Fashions change so frequently that finding suitable work attire is difficult. This is especially true when on a clothing budget. Society also impacts clothing decisions because it imposes a norm on what is suitable to wear to work whether in an office building, hospital or school.

The comfort level of clothes plays a factor on the daily emotional levels of women. When women feel comfortable in their clothes, they are confident in their surroundings and their self-concept is high. Marilyn Horns (1968) states, “An individual’s security and success in any given social role is directly related to his accuracy in estimating the clothing expectations of the group” (p. 142).

Women are the fastest growing population in the workforce. “According to the Women’s Bureau of the U.S. Department of Labor, 15 million women will be employed in the predicted 26 million net increase in the labor force between the years 1990 and 2005” (U.S. Department of Labor, 1992, as cited in Scarle, 1996, p. 117). Women are quickly moving up the business ladder and taking on responsibilities as managers, CEO’s, presidents and owners of major businesses. Like their male counterparts, not only do women have to be smart about how to perform in their position, they need to know how to dress the part in order to succeed.

Some women are forced to go to work to help support families because of the high costs of living. Many of these women have little or no employment skills. “One
survey revealed that women who have severe employment-related problems fit in a group with the following characteristics: poor, single head of household, young, unemployed or in low-paying job, victims of sexual harassment or gender discrimination on the job” (Institute of Applied Research, 1989, as cited in Searle, 1996, p. 117). Very often, these women do not have the resources to buy appropriate clothing in order to obtain a job to support themselves and their families. Many of us take our clothes for granted. But, for those who do not have the clothing that society deems sufficient in order to succeed, it can be an uphill struggle for survival even in entry-level jobs not requiring a college education.

At an employment interview, first impressions are crucial. “Studies [Johnson & Roach Higgens, 1987; Temple & Loewen, 1993] indicate that a person will make a positive or a negative impression within a very short time during the job interview based on their clothing” (Searle, 1996, p. 118). Having the right clothes can make or break a job opportunity even if the interviewee is qualified for the job. Kelly, Jones, Hatch, and Nelson (as cited in Forsythe, Drake, & Cox, 1984) found that appearance becomes the deciding variable when the skills of two employees are equal. Therefore, it is in the best interest of an applicant to manipulate her mode of dress in order to promote the kind of impression she wishes to make” (p. 120).

Clothing helps us maintain a positive self-concept and improves our self-esteem. “How a person chooses to dress affects his perception of himself and in that way has an effect upon his self-concept” (Dubler & Gurel, 1984, p. 22). Self-concept and self-esteem are factors that effect the perceptions women have of themselves in their attempts to keep and maintain a job. “Clothing can be used to express positive self-feelings
(Humphrey, Klaasen, & Creekmore, 1971); it can also be used as a coping mechanism, to overcome a negative self-concept (Worrell, 1977). In general it has been shown that self-concept does affect clothing behavior (Atkins, 1976; Ryan 1972)” (Dubler & Gurel, 1984, p.22).

Founded in 1996, the mission of the non-profit organization called Dress for Success® is to provide low-income women with suitable business attire to give them the opportunity to find and maintain a job in the workforce. Dress for Success® has suited thousands of women across America who do not have the opportunities and resources to buy suitable work attire in order to gain valuable work experience. Founder Nancy Lublin (as cited in Karlin & Frey, 1998) says, “How can you pull yourself up by your bootstraps if you don’t have boots” (paragraph 3). The organization provides women with interview attire from head to toe, and if they get the job, additional donated clothing helps to get them started in their new position.

Suitable work attire varies from industry to industry. Casual dress has taken over many offices and employers are struggling to maintain a professional work environment. Employee handbooks specify what employees may or may not wear. In some conservative industries such as finance and law, a dark suit is the norm for both men and women. In other industries such as advertising and computer technology, less formal attire such as khaki pants and sweaters are standard for daily business wear.

Purpose of the Study

Many factors help women obtain and maintain a job. These factors include, but are not limited to: education, experience, competence, confidence, clothing, attractiveness and age. The purpose of this study is to show how the clothing factor effects a successful
job performance through first impressions, image, business culture, positive self-concept, and self-esteem. The author believes that women who have access to business clothes and are educated as to the role that clothes play in a work environment are more successful than those who do know how to dress appropriately for their job.

Low-income women are especially in need for appropriate business attire. The author will show that Dress for Success® effectively educates women about how to succeed in the workplace by providing them with clothes and educational seminars on various aspects of succeeding in the workplace including time management, stress management and business etiquette.

The author will also discuss the effects of casual business dress in the workplace. In the current market, many people work in casual dress environments but do not adhere to corporate dress policies. Casual dress is a controversial issue in many business environments.

Objectives

The author has identified five objectives during the course of her study on business attire. The first objective is to show how clothing influences our perceptions of ourselves and how others perceive us through our attire. The author has accomplished this through a survey and a study of literature in relation to image and self-concept and their relationship to clothing’s effect on our lives at work.

The second objective is to investigate how dress acts as a form of nonverbal communications and its effects on our emotional state. The clothes we wear speak a language to those who see us. This language tells others our social status, our jobs, the area of the country where we live and how we are feeling.
The third objective is a review of the current dress trends in the American workplace. The author believes that business casual attire has both positive and negative impacts on employees and that each industry has determined an unwritten code of acceptable business dress for interviews and daily work. In order to succeed in any given industry, staff members need to adhere to the rules. For example, “For many technical organizations, business casual is becoming acceptable for the workplace, yet most companies expect candidates to show up in dark blue suits for an interview” (Johansen & Steele, 1999, paragraph 10).

The fourth objective is a discussion on the impact of Dress for Success® on under-privileged women. The author will show that the outcomes of the services offered by Dress for Success® create a positive environment for women with little or no experience in the business world. Dress for Success® understands the needs of women and supports their continued education and advancement in the workplace.

The fifth objective reviews psychological and societal issues relating to working women. Women have made great strides in the workplace but many are still underpaid, are working in sex-segregated occupations and are treated unequally to men. The author will discuss that the modern, working woman may not be as successful as many perceive.

Research Question

Does the image projected by women who have suitable business attire contribute to increased self-concept and success in today’s competitive business world?
Subsidiary Questions

In an attempt to understand the factors relating to job success, the author would also like to discuss the following questions:

1. Is the modern, working woman really as successful as many perceive her to be?

2. How do first impressions effect the interviewer's perception of the interviewee?

3. What are the effects of casual dress in the workplace environment?

4. How do clothes act as a form of communication?

5. How does business culture effect how we dress?

6. What are the hierarchical levels of dress in the workplace?

7. How can Dress for Success® assist low-income women get and maintain a job?

8. Do low-income women require a service like Dress for Success® in order to assist them in getting a job?

9. What are the significant societal and psychological issues facing women in the workplace?

Definition of Terms

1. **Outcome:** Benefits for participants during or after their involvement with a program. This may relate to knowledge, skills, values, behavior condition or status (United Way, 1996, p. 2).

2. **Indicator:** Specific items of data that are tracked to measure how well a program is achieving an outcome (United Way, 1996, p. 59).
3. **Self-concept:** The objective acknowledgment of one's personality characteristics, physical attributes, and attitudes (Webster & Sobrieszek (1974) and Horrocks (1976) as cited in Holloman, 1989, p. 51).

4. **Self-esteem:** Dimension of self-concept that involves a subjective evaluation of one's traits resulting in a positive or negative attitude toward the self (Webster & Sobrieszek (1974) and Horrocks (1976) as cited in Holloman, 1989, p. 51).

5. **Working women:** Women who labor in the home, the community and the workplace (Brewer, 1991, p. 392).

**Limitations**

Researching the subject matter of clothes as a form of communication is boundless and the author attempted to limit her research for this subject matter to the role of clothing in the lives of working women. But, during her research she found that she could not limit her research to women because men hold significant influence over what women wear to work and social events. Other influences like perceptions, self-esteem, image, and society also greatly impact the clothing women wear in various environments. Therefore, while the author was not limited in her subject matter, she had to limit the subtopics within the subject matter in order to provide a review of the role of clothing in the work environment.

A survey was collected from 65 people of different genders, age groups, and working experience. Although this survey gave an adequate overview of the feelings of men and women regarding clothing, a more defined and controlled test group may have resulted in a more accurate depiction of the feelings people have about clothing in a particular work environment. For example, measuring a specific group such as men and
women managers between the ages of 30 and 40 with 10 years of work experience in a corporation of 100 people or more would provide a more specific and accurate result.
Chapter II

SIGNIFICANT SOCIETAL AND PSYCHOLOGICAL ISSUES FACING WOMEN IN THE WORKPLACE

The media portrays today's working women as carefree, young, successful, white professionals. But, this depiction may not be accurate. In fact, according to Mary Frank Fox and Sharlene Hesse-Biber (as cited in Brewer, 1991) "American working women are likely to have children, be in their thirties, and not work in a high-paying profession" (p. 394). Working women are more likely to manage childcare issues, deal with sex discrimination, sexual harassment, unequal pay, and a glass ceiling.

"The socialization process, which begins in early childhood and continues throughout the life cycle, induces consistent modification and redefinition in the self-concept. Social change and fashion change, as well as changes in an individual's lifestyle, modify ideas of socially appropriate clothes and clothes are linked to the self-concept because of their impact on social interactions" (Kaiser, 1985, p. 92). In the American society, young women are more often rewarded for their social skills and young men are more often rewarded for their academic achievement. Young women are also socialized to choose a career that will be flexible to their future roles of wife and mother. The author feels that many young women still believe that they cannot both work and raise a family and are obligated to choose between the two. But with each new generation, more women will enter the workforce, not because they have to, but because they want to have a family and a successful career.

"Our socially constructed worlds often revolve around the kinds of feedback we received from our mothers. We are concerned with how we appear to others, and one of
the most outward and obvious expressions of ourselves is appearance” (Kaiser, 1985, p. 112). Not only do we get feedback from those closest to us, like our mothers, but we also tend to “read between the lines” as to the comments made by those around us. We are socialized to remain tactful about our comments regarding the appearance of those around us. “Through the socialization process, we come to understand how others view the importance of clothing in interaction, and we learn the social meaning tied to clothes” (Kaiser, 1985, p. 121). As cited by Forsythe (1990), the research of Festinger (1957) and Belk (1988) suggests that “Appearance that is inconsistent with expected appearance is psychologically uncomfortable for the perceiver and may produce a less favorable evaluation of the person generating those cues” (p. 1589).

“There appear to be few, if any, substantive differences between the sexes in intelligence or competence” (Etaugh, 1991, p. 124). Still, women with equal accomplishments to men are perceived as less competent and unlikely to achieve success. It is believed that when men achieve success it is because of his skill, but when a woman does the same it is because of “luck, effort, or ease of task” (Etaugh, 1991, p. 125). Because of this perception, “men are found in labor markets with high promotion benefits and women’s labor markets consist of dead-end, low paying jobs” (Tierney, 1991, p. 194).

It is interesting to note that there is an increase of women in the workforce and a decrease in men. The decrease in men in the workforce is “due to earlier retirement and decreases in black male population” (Maxwell, 1991, p. 197). “Currently, one out of every three employed American women is in a clerical job, and nearly 80 percent of all clerical workers are women” (Rotella, 1991, p. 63).
Many women in clerical positions are attempting to achieve "economic, social, psychological and emotional" (Barrett, 1991, p. 371) independence. Many are single mothers and previously unemployed women who are limited to low-paying jobs because of a lack of education and resources such as job training programs. "Roughly two-thirds of all women in the labor force are either single, widowed, or divorced, or are married to husbands with incomes below $15,000 per year" (Barrett, 1991, p. 371). According to Barrett (1991), women with families have the highest unemployment rates while married men have much lower unemployment rates. The author believes there may be two reasons for this. One reason is that men with families feel a higher responsibility to keep a job in order to support their family, while women feel they must stay at home and cannot manage to work and raise a family. The other reason the author feels why married men have lower unemployment rates than women is that employers view marriage as positive for men but negative for women. When employers hear that a female employee is getting married, the assumption is that they will soon have children and need time off from work. Single mothers often find it difficult to find employment if the employer knows they are single with children.

Women must continue to gain work confidence and competency through education and experience. "Increased competence and confidence will result in women's ability to gain acceptance, respect, and a portable credibility in the eyes of others" (Fenn, 1991, p. 215). Agencies such as Dress For Success® offer programs that help women retain their jobs by offering them work education programs that teach such topics as work etiquette, finance management, how to deal with obtrusive co-workers and stress management. Knowledge in these areas helps to form a well-rounded employee who
can deal with different work situations. This kind of education is not taught in high schools or universities.
Chapter III

LITERATURE REVIEW

Brief History of Women and Clothing

In the beginning of the 20th century when women gained responsibilities in the workforce, they adopted a masculine form of dress in order to gain social acceptance and treatment as an equal in the workplace. In fact, women have a history of rebelling against female fashions and have chosen to wear male clothing in order to hide their gender. Throughout history, women have challenged accepted standards and participated in activities that were traditionally perceived as masculine. (Encyclopedia Britannica, 2000), paragraph 1). For example, in 1429 Joan of Arc adopted male clothing. The bishop decided that, along with her other sinful charges, wearing male clothing was against divine law and ordered her to wear more feminine clothing. Her choice to wear male clothing, even while in prison, was eventually one of the reasons she was burned at the stake.

British historian Henry Knighton wrote in 1348 that 40 or 50 English women arrived at tournaments wearing male dress and armor so that they may share in the glory of the tournament activities. Once again divine law (doctrined by the male gender) deemed this inappropriate and ordered the women indoors. Other women such as pirates Mary Read and Ann Bonney wore male trousers at sea until they were captured and put back into dresses in 1720.

In the 19th century, women found men’s clothing more comfortable for certain types of work. They earned higher pay and received college and medical degrees dressed like a man.
Now in the 21st century, the boxy dark-colored suits that were prevalent in the 20th century for businesswomen have become a part of the past. Women now take on a more liberated view of clothes, are more readily accepted in the workplace and can wear clothes of their choosing without feeling the repercussions of not looking like a male. While they still compete for equality, they are no longer required to replicate their male counterparts when going to board meetings and on business travel. Again, with the trend towards business casual, women have clothing choices. They are not required to abide by old standards of dress.

First Impressions

A first impression is a nonverbal type of communication that allows us to form a perception of someone without speaking. “Physical appearance of the applicant, grooming, nonverbal actions, as well as clothing cues are all included in the information processing of the perceiver” (Forsythe, 1990, p. 1589). The author will focus on clothing as an important aspect of first impressions at an interview and in the daily work environment.

Jacobson (1945), Hoult (1954), and Douty (1963) were the first to study the importance of first impressions. Later, in 1966, M.S. Ryan (as cited in Kelley & Anselmo, 1977) said, “First impressions may influence an individual’s desire to initiate, to continue, or to terminate interaction. However, the impressions formed may vary according to the previous socialization of the observer…” (p. 65). In 1975, Connor, Peters and Nagasawa confirmed the importance of first impressions by studying the effects of first impressions on people and clothing. They found that, “Costume has a greater effect on social impression than does person. The data demonstrated that clothing
is a conceptually important and statistically significant influence on the formation of social impression” (p. 40).

Our clothing is an extension of our personalities. A colorful scarf depicts liveliness, a muted suit shows professionalism and a pair of sneakers and jeans promotes casual and comfortable. “(Clothing) helps strangers to identify us and reinforces the images held by acquaintances and friends. It is what people see first and remember. You never have a second chance to make a first impression” (Biecher, Keaton & Pollman, 1999, paragraph 2).

This first impression is especially important in business. On an interview, clothes can accentuate positive attributes and downplay negative attributes. For example, an interviewee may not be fully qualified for a job but an appropriate business suit gives the appearance of competency. “The key to dressing to impress, the experts say, is to perceive what others expect to see and deliver the message. Assess your industry and ask yourself what executives think successful women in your profession wear. Once perceptions are made, that’s what lasts” (Earley, 2000, paragraph 6).

It is important to recognize that dress is influential in deciding the final candidate for a particular job. A study by Forsythe (1990) suggests that “conservative business dress is important to elicit favorable impressions and hiring recommendations regardless of occupation or gender of the interviewer” (p. 1591). Proper dress lets the interviewer know that the interviewee made an effort to stand out amongst the interviewing candidates. An interviewer may not remember exactly what an interviewee wore to an interview but they always remember when an interviewee is not dressed to impress.
Employment Interview

The employment interview is the first chance for an employer to collect information about a potential candidate. An interview is routine in nature but can be used as a form of self-promotion for both the interviewee and interviewer. The interviewer not only wishes to fill a position, but endorse the company. An interview gives an interviewee a chance to prove himself or herself capable of filling the position. “During the selection interview, the amount of information about the applicant is limited and interaction is restricted. Thus, the interviewer may attribute specific traits to the applicant and form an impression of her suitability for a management position largely on the basis of nonverbal cues.” (Forsythe, et al. 1984, p. 113)

It is the job of the interviewee to research the company culture to find out how to dress appropriately. In a study conducted by Johansen and Steele (1999) it was found that out of 90 recruiters, “81 percent of the respondents hold to formal standards and declared traditional business as the most appropriate attire for the interview process. Only 18 percent of the survey respondents considered business casual clothing acceptable” (paragraph 6). In following with tradition, the study also found that employers prefer dark suits for both men and women. “Unless they advise candidates otherwise, most employers (76 percent) have similar expectations for subsequent stages of the interview process. They expect students to come dressed in traditional business attire on the second or third interview, even if the office environment is casual” (Johansen & Steele, 1999, paragraph 8).

Although it is considered discriminatory, interviewers are influenced by factors unrelated to job performance including gender, attractiveness and race. Depending on
their mood, interviewers also make decisions on the likeability of the interviewee during the first few minutes of the interview. It was found in 1975 by Dipoye, Fromkin and Wiback (as cited in Kaiser, 1985) that “attractive job applicants, as indicated by a photograph attached to a resume, were perceived to be better qualified for a job than unattractive applicants” (p. 260).

An interviewee must think about the image they want to project on an interview. “Dress one notch above the positions to which you are applying. This strategy will classify you as easy to promote to the next level” (Johansen & Steele, 1999, paragraph 31). John Molloy has similar advice for women applying for jobs that require advance degrees or are at the management level. Molloy (1996) feels that if she “is being interviewed by a man, she should wear traditional male colors, particularly dark gray in the North and medium-range gray in the South. We saw that women [interviewers] repeatedly favored other women who dressed in a style that identified them as socioeconomic sisters” (pp. 125-126).

This strict dress code offered by Molloy may seem trite in an ever-changing marketplace. But, the current guidelines offered by business etiquette experts remain unchanged. Corby O’Connor (2000), a trained and certified Etiquette and Protocol Consultant says, “For the first interview, women should wear a skirted suit and closed-toes shoes” (p. 68). Nasser, a Los Angeles image consultant agrees with O’Connor. “For women, a skirted suit is the symbol of credibility and authority” (Nasser, as cited in Johansen & Steele, 1999, paragraph 20). While a pantsuit is comfortable and appropriate for a woman to wear on an interview, an interviewee should remember that an interview is not all about comfort. “The real issue is to figure out the image the company wants to
project and how to fit its defined image of tradition and professionalism” (Johansen & Steele, 1999, paragraph 20).

There are discrepancies amongst job interviewers as to how women should dress. According to Molloy (1996) women interviewers like to see women dress for the job for which they are applying. Men interviewers like women to dress one or two steps up from the job they are seeking. When Molloy asked men while they felt this way, “they said they were getting a bargain. As they saw it, they were paying for a secretary but getting someone a lot better qualified” (Molloy, 1996, p. 122).

Both style and color have a great affect on the perceptions the interviewer has of job applicants. “Color affects our perceptions of warmth, dominance, and competence of others” (Carter, Brownlow & Goodwin, 1993, p. 3). A study by Carter, Brownlow and Goodwin (1993) found that colors like black and red had positive impacts on hirability whereas colors like teal, pink and green were not as appropriate for executive power jobs. They found that women interviewing for jobs requiring warm characteristics such as teachers favored well wearing red and pastel colors such as teal and pink.

Business Casual

Globally, business people are conservative in their dress. But, in the early 1990’s, a trend towards casual business dress entered businesses around the United States. Since then, the casual dress trend has turned into the norm for millions of workers across America. “A 1994 survey by the NPD Group revealed that almost 90% of U.S. workers wear casual clothing to the office at least part of the time” (Gutierrez & Freese, 1999 paragraph 6).
There is some controversy over the productivity of employees at companies that allow casual dress. "The annual workplace survey by employment firm Jackson Lewis found that 40% of the 1,000 respondents said that relaxing the dress code had improved productivity. However, 44% said tardiness and absenteeism have increased since dress down policies were added, and 40% cited a rise in flirtatious behavior" (Anonymous, 2000, paragraph 2). Molloy (1996) agrees with these results, however, he believes that increased productivity is short term. He also found that, at first, casual dress promoted equality amongst managers and subordinates. In time, though, management developed a casual uniform to identify their roles (p. 239).

It is important for companies to relate to their employees that casual dress does not mean sloppy. The definition of casual dress may change for each company and it is imperative that companies define their meaning of casual dress in their workplace policies. Some companies only allow casual dress on Friday while others permit their employees to dress casually each day of the week. Most employees understand that conservative dress is required on days when meeting with a client or interviewing potential employees.

There are a few reasons why dress-down days were initiated. "It is credited, in part, to the high-tech companies in the Silicon Valley of California that, when they started 30 years ago, hired people primarily from blue-collar backgrounds" (Gutierrez & Freese, 1999, paragraph 4). The United Way is also credited with starting casual dress by sponsoring dress down days as a way to promote cancer awareness.

There are advantages and disadvantages to dress down attire. "Some of the more commonly touted benefits include improved employee morale, a lack of cost to the
employer, increased worker productivity, more open communications between staff and managers, cost savings to employees because casual business wear is less expensive, and improved quality of work" (Gutierrez & Freese, 1999, paragraph 10). A disadvantage is to minorities who see dressing up as a way to differentiate themselves from the rest of the crowd. "They may not be taken seriously or seen as effective when dressed casually" (Gutierrez & Freese, 1999, paragraph 11).

The author believes it is more difficult and time consuming to dress casually. There are many more choices of casual dress. Also, "social interactions within the organizations are more likely to be influenced by individually selected attire than by dress that is constrained by organizational rules" (Rafaeli, Sutton, Harquail, & Mackie-Lewis 1997, paragraph 133). The uniforms of the past have changed to allow employee independence. This independence can be negative when employees disregard the casual dress policies implemented by employers and wear less than appropriate attire to work. This causes problems for employers who must constantly reiterate the dress code to their employees.

In 1997, the findings of Rafaeli, Dutton, Harquail and Mackie-Lewis "suggest that relaxing dress standards will place additional burdens on employees" (paragraph 135). They believe that employees will need to make an effort to learn how to dress appropriately when dressing casually. This learned effort may be emotional until employees understand what is expected when a company has a casual dress code.

Molloy (1996) believes it is important to wear the official company uniform. "In offices where not only your co-workers but your bosses dress very casually, wearing a jacket will announce to many that you are not a team player" (p. 230). He also believes
that women who adopt a conservative, non-sexy style in “male color” (blues, grays) will have an advantage over the women who do not. “Once you get in and prove yourself, you tend to have more flexibility. Initially people are more comfortable with people who look like they do in their dress” (Ballard, 1999, paragraph 9). It is important for women to chose casual dress that is fashionable yet does not give you the appearance of being superior to your co-workers.

Perception

According to Ford and Drake (1982), clothing provides the perceiver with clues about the person wearing the clothes. The wearer chooses their clothes to gain social acceptance, to get attention and for self-confidence (p. 190). Clothing is symbolic in nature and can provide a wide array of messages in the workplace. “Because of the symbolic nature of clothing, it is the message of the clothing that is reacted to rather than the actual clothing object” (Forsythe et al., 1984, p. 113).

A study by Forsythe (1990) shows that women in management positions are perceived better when they wear masculine clothing. Historically, management characteristics are perceived as masculine and women who wear masculine clothing are perceived as having good management skills. For example, the perception of a woman on an interview for a management position is more favorable if she is wearing a darkly-colored tailored suit as opposed to a brightly-colored, floral print dress. While this comparison shows a sharp contrast, business people still perceive that those with masculine characteristics have better management skills.

Forsythe (1990) concluded that, “There is little evidence to suggest that clothing perceived as most appropriate for management is necessarily more effective in conveying
management characteristics” (p. 1580). This may be so, but it is most favorable to
women if they continue to dress socially acceptable in order to pursue continued success
in management. Having management characteristics is not enough. “Women applying
for management positions must communicate to others that they possess these
characteristics” (Forsythe et al., 1984, p. 113).

Studies from the past show that attractiveness is a benefit to men but a burden on
women in management. “If a women’s attractiveness enhances the perception of
femininity, is should exacerbate this presumed lack of fit. Thus, the more attractive a
women, the less suitable she will be judged for occupying a job that is thought to require
male characteristics” (Heilman & Saruwatari, 1979, p. 361). This perception is a double-
edged sword for women created by men who feel threatened by attractive women
managers. The author believes that this perception is still in use today but will hopefully
change in the near future. Heilman and Saruwatari further state that attractive women
only have an advantage when applying for non-management jobs.

“We use clothing to impute motives and attributes to others” (Kaiser, 1985, p.
115). Clothing impressions are formed by perceiving the clothing of others based on our
understanding of the symbolic meaning of the clothes. For example, when watching a
baseball game, the audience sees the players in the field and can perceive the different
roles of the players by the color and style of their uniforms. The clothing of each person
on the field is symbolically different. The umpire wears a black uniform, the home team
wears a light-colored uniform and the away team wears a dark-colored uniform. We
form impressions of each player based on their clothing.
The author found a differing of opinion regarding the perceptions of trendy clothes. John Molloy (as cited in Kaiser, 1985), self-proclaimed clothing engineer, believed that following trendy fashion was associated with lack of seriousness of authority. (p. 131) While Helen Gurley Brown (2000), long-time editor-in-chief of *Cosmopolitan* magazine, believes that women do not have to bore themselves in tweed or flannel but “should wear whatever you feel spectacular in—provided it’s not slashed at the navel.” She adds, “I’ve never seen a woman miss a promotion because of what she wore if her brain and drive were in the right place” (paragraph 10). The author believes that women can be trendy while still maintaining authority. But, it is still better to err on the side of conservatism, especially in positions that are historically conservative.

“Whether a female applicant for a management position can overcome discriminatory appraisal on the basis of sex may depend in part upon whether she is perceived to possess management characteristics more commonly attributed to males” (Schein, 1973, as cited in Forsythe, Drake & Cox, 1984, p. 113). “The data showed that increased costumed masculinity resulted in more favorable perceptions of management characteristics, and more favorable hiring recommendations, regardless of the respondent’s gender or occupation” (Forsythe, 1990, p. 1588).

**Self-Esteem/Self-Concept**

Women tend to be more modest than men, take less credit for success and may blame themselves more for failure. These attributes of self-esteem make it difficult for women to always retain a positive self-image. “Ideas about the self are developed through the assumption of a series of social roles in symbolic interaction” (Kinich, 1972, as cited in Ford & Drake, 1982, pp. 189-190). These interactions allow us to determine
what is socially acceptable and help us to dress accordingly. When women know that they are appropriately dressed to a socially set standard, their self-esteem remains positive.

We rely on others to help provide feedback on our appearance. This feedback forms our self-image. "This self-image helps us in determining what kinds of clothes and accessories are consistent with our images of who we are" (Kaiser, 1985, pp. 114-115). We make these determinations by the roles we play in our daily lives. Women find it very difficult to perceive themselves the way others perceive them because, according to Secord and Backman (as cited in Kaiser, 1985), "...when we cannot take on the attitudes of others, it is easy to misperceive their views and judgment of us" (pp. 120-121).

Secord and Jourard (1953), Creekmore (1979), and Ford and Drake (1982) all agreed that self-esteem is related to body satisfaction. When a woman is comfortable in her body and is able to dress socially acceptable, her self-esteem is positive. It is difficult, at times, to keep this positive self-image. For example, low self-esteem occurs when one does not have the finances to purchase clothing in order to maintain a socially acceptable style of dress.

Women use dress to establish their self-concept. In 1977, Reeder (as cited in Holloman, 1989) found that, "Those who have high self-concepts may use attention-getting clothing to reflect the good feelings they have toward themselves" (pp. 51-52). He also determined that people with low self-concepts used clothing to hide their negative feelings. People who do not feel they fit into the norm may dress is a way perceived as abnormal. This is especially true in adolescents who dress in styles that are not socially acceptable. In 1971 Humphrey (as cited in Holloman, 1989) commented
that “clothes are used as a form of expression when self-esteem is high and as a form of adaptive expression when self-esteem is low” (p. 52).

Unlike men, it is difficult for women to please everyone in the way they dress. For women, dressing is a double edge sword. They are criticized for not dressing feminine enough and are held back from promotions for dressing too femininely. Women’s dress changes from work life to social life. Rarely can a woman make a comfortable transition from one to another without changing her outfit. In order to maintain a high self-concept, women feel psychologically better about themselves when they are dressed in accordance with their surroundings. When wearing inappropriate dress women may feel uncomfortable and apprehensive because not only are they distracted but they may project their anxieties to others around them, thereby making others feel uncomfortable as well.

Culture

Status and sex roles followed by the American culture are portrayed through fashion. According to Horn (1968), historically, women fashions were restrictive to movement because of women’s inferior position and because their activities were primarily in the home. As women gained more independence and freedom of expression it became culturally acceptable for them to wear clothing with characteristics worn primarily by men (p. 134).

With the high volume of women entering the corporate workforce in the 1950s and 1960s, the culturally acceptable uniform for women was a skirt, blouse, hat, and white gloves. Marilyn Horn’s book written in 1968 does not even address women’s work clothes. In an explanation of occupational roles, Horn’s book discusses that, “acceptable
garb for office workers proved to be a business suit or a sport jacket worn over shirt and slacks, while manual workers wore uniforms, overalls of various combinations of old clothes on the job” (p. 138). While this passage does not mention gender, the author assumes that Horn’s intention is to only describe the culturally accepted uniform of dress for men since, at this time, women were not seen as a significant part of the workforce.

Company culture differs from industry to industry and company to company. In the middle of the 20th century, it was easy to dress for work. In the corporate world, the managers were male and they wore blue suits. Females worked as secretaries and they wore shin length skirts and pearls. “But things began to get troublesome in the 1970s……(women) began to wear trousers to the office, to emulate the traditional male uniform of boxy suits with knotted silk cravats” (McMurdy, 1998, paragraph 2). The author believes that McMurdy’s use of the word “troublesome” does not accurately portray the change in women’s dress in the 1970s. To be considered for career advancement, women needed to replicate successful men. Women did this through masculine dress not to be “troublesome” but to find equality in the workplace. “The suit worked well in the market place because it spoke the same professionalism and non-nonsense approach to dressing that the men understood. If the new member of a club wears the club uniform, integration and acceptance are easier” (Patton & Patton, 1985, p. 6).

Culture differences are influenced by dress. The constant changes in fashion and trends bring about a seasonal change in the way we dress. With the new culture of casual dress, people are overstepping their bounds and giving new meaning to casual. Casual
dress in the American culture would probably not have been accepted so readily in the
1950s or earlier.

In the American culture, people dress to convey information about themselves to
assist them in social interactions. For example, in a large group of people, it is easy to
identify the person who is culturally different by their dress. A professional Eastern
Indian women dressed in a sari looks much different than an American women in a
traditional navy blue skirt suit. Dress determines our social systems and this, in turn,
determines our individual roles in organizations.

Women's fashions change much more quickly and elaborately than do men's
fashions. Women have historically dressed to, "display the level of affluence and status
of their families, display themselves for marriage market and display their own individual
characteristics" (Patton & Patton, 1985, pp. 7-8). Women still dress according to these
historical reasons. Fashions are for display and women seek recognition for their
attempts at dressing for each social situational whether it be work or a social gathering.

An office without a formal dress code allows employees to dress at their own
discretion. This will usually, if not always, cause problems especially in a work
environment with many employees. Employees must be given a list of what is acceptable
to wear in a particular work culture. Businesses without a dress code will find
themselves faced with employees coming into work with a variety of clothing styles.
According to Rafaeli et al. (1997), there are three reasons why it is appropriate for
businesses to have a dress code. First, it helps people enter into the role of employee and
leave behind other roles such as mother and friend; second, it helps to promote role
performance; and third, it enables employees to relate to others working in the same business culture (paragraph 76).

Employees need a set of rules to follow to help promote a team-oriented environment. Rafaeli et al. (1997) state: “Each employee is responsible for presenting a personal appearance which recognizes the need for good grooming and neatness in order to avoid distracting others and to comply with safety standards” (paragraph 47). Complying with a set of acceptable clothing rules allows a business to run efficiently without the distraction of different clothing styles.

Women are different from men because they are not limited to their clothing styles. Tannen (1994) thinks that men are “unmarked” and women as “marked”. Tannen describes “marked” as, “A staple of linguistic theory. It refers to the way language alters the base meaning of a word by adding something. The unmarked form of a word carries the meaning that goes without saying, what you think of when you’re not thinking anything special” (p. 108). Tannen came to this conclusion when she observed several men and women at a conference. She noticed that the women had different hairstyles, makeup, clothes, and shoes while the men were all dressed the same in dark suits, black dress shoes, and similar short style haircuts. Both men and women were at the conference for the same reasons and held similar positions. But the women, who were all dressed culturally appropriate, chose much different clothing styles. The author believes that while women are gaining responsibilities in the workplace, they are still stereotypically influenced by the same historical necessities that include the need to market themselves for marriage and display their social status. These are the influences
that make women "marked". Men, on the other hand are "unmarked" because their acceptable clothing choices are limited and have changed very little.

Rafaeli et al. (1997) found that regarding a clothes culture in the workplace, employees communicate their dress knowledge to those around them and achieving appropriate dress involves significant work especially since our culture has gone to casual business attire. In the past it was much easier to decide on what to wear to work. Now our casual dress culture offers us many different choices.

Role/Hierarchy of Dress

Our clothing establishes a hierarchical order. Clothing tells "your status, your role in life, and your social position. If you know what role you want to play, you can use clothing to get the part" (Biecher, Keaton & Pollman, 1999, paragraph 3). Choosing an identity for oneself through clothes creates individuality. It is important to realize though that at work, individuals who dress different from the employee norm may be shunned by their co-workers. While it is important to display individual characteristics in dress for work, to be successful, one must be careful not to overindulge in their individuality at work and save those characteristics for the weekend.

The rigidity of the past conservatism of work clothes has changed. In the past, author John Molloy (1977) maintained that a strict, conservative dress code was needed to establish social order. But today, even though it is important to have a polished appearance, social order is still visible with casual dress.

Society puts pressure on women to appear stylish in accordance with their societal position. Well-known women followed by the paparazzi are expected to maintain their celebrity image in public. If they appear in out-of-style clothes, the perception that the
general public has of them may change. "An out-of-style women is viewed as dowdy—a criticism that is hardly even leveled at men and one that undercuts a woman's worth faster than all others. It particularly undercuts her attractiveness rating which, as many studies have shown, is much more closely linked with a woman’s perceived intelligence and competence than is men’s" (Patton & Patton, 1985, p. 8).

There are differences between the way that women in managerial roles are expected to dress compared to women at the clerical level. Even in a casual dress environment, the hierarchy of the workplace expects that managers dress the role of their position. Appropriate dress still requires jackets and suits for women in management. Clerical employees have a little more leeway in their dress as they may wear casual pants, sweaters and blouses to fit into their position in the workplace hierarchy.

Women own different sets of clothes for different social activities. For example, women have their work clothes and their weekend clothes. Weekend clothes worn to a casual party or sporting event might be too casual for work. These weekend clothes also contribute to social status.

The author has observed that many women may get more dressed up to attend a weekend activity than to go to work. Women's comfort level is highest when they are dressed socially acceptable. This does not necessarily mean that the clothes are comfortable. "Appropriate dress not only helped women enter roles, but also enhanced how they executed the duties associated with their roles" (Rafaeli, Dutton, Harquail, & Mackie-Lewis, 1997, paragraph 84).

Also, according to data collected by Rafaeli et al. (1997), women see dress as a way of rising in status and as a means of connecting to others (paragraph 97). But dress
does not necessarily enhance career mobility. Dress instead makes women appear competent and more effective in their current position. Dressing successfully is also a good way to strengthen relationships with important people.

“A particular set of clothing norms is generally associated with each occupational role; the sanctions used to enforce such norms vary with the status of the occupation” (Horn, 1968, p. 139). This generalization still holds true today, 22 years after it was first published. Horn’s use of the word sanctions can have a few different meanings. For example, it could be the psychological feeling of someone not dressed appropriately. Participants in the Rafaeli et al. (1997) study admitted feeling so uncomfortable in their outfits on some days that they chose to go home and change. Sanctions for women in upper management may also involve their boss speaking to them about unprofessional dress. Women may also be held back from a promotion or job-related activity.

In 1994, Lisa Catherine Ehrich wrote a response article to Eleri Sampson’s “Dressing for Success” in Women in Management Review. In this article, “Sampson argues the importance of today’s women managers dressing for success” (p. 29). Ehrich (1994) believes that women’s dress is a little significance to her success. She contends that, “The barriers to women’s lack of access to leadership and management positions are ingrained in social structures, social practices and social attitudes. Any argument that prizes “image” as the key in success is a superficial analysis” (p. 29).

Ehrich (1994) also believes that women are “judged by harder criteria than men...and women have to do more before they are awarded success” (p. 32). And, like many others, Ehrich would like to see stereotypical labeling of women’s dress to terminate. With the prominence of casual dress, the stereotypes may be limited in the
future, but the positive and negative images of dress will never come to an end. There will still be an “unwritten” hierarchical standard in the way we dress, especially in the workplace, to identify the roles of the employees.

Ehrich’s (1994) argument for this article is that dress alone does not make success. This author believes that Ehrich has inaccurately concluded that it is the generally accepted belief that if you dress well, you will be successful. None of the literature reviewed by this author has stated that dress alone will make you successful. Dressing successfully is just an element of success. Success is determined by many factors including leadership, intelligence, education and image. With the appropriate clothing, dressing successfully is the easy part of achieving success. Implementing the skills to become successful is the part that requires the most effort.

Dress as a Form of Communication

According to Allison Lurie (1981) in The Language of Clothes, clothing has a vocabulary and a grammar like other languages. Even before speaking to someone on the street or at work, communication has already taken place. “You announce your sex, age and class through what you are wearing—and very possibly give important information to your occupation, origin, personality, opinions, taste, sexual desires and current mood” (Lurie, 1981, p. 3). Clothing symbolizes who we are to those around us. “The meanings that are assigned to clothing symbols are closely tied to the social setting and to the roles of the people involved” (Kaiser, 1985, p. 185).

In 1969, Ekman and Friesen (as cited in Kaiser, 1985) discussed three types of acts in nonverbal communication and how they relate to clothes. The first is a communicative act that involves the specific use of clothing to convey symbolic
interaction. The second is an informative act that provides information to perceivers and the third act is interactive which influences the behavior of perceivers (p. 191).

In the workplace, clothes communicate not only a person’s work ethic but also their competence, judgment and role awareness. “Even in this age of the “casual day,” the savvy leader is going to communicate a certain sensibility. Attire is essential to the magnification of [the] persona and the whole marketing effort” (Wareham, 2000, paragraph 8). Clothing self-presentation to others includes personal tastes, styles and roles. It is normal to change clothing styles according to roles and appropriate to each particular situation.
Chapter IV

DRESS FOR SUCCESS® MORRIS COUNTY-CASE STUDY MEASURING PROGRAM OUTCOMES REPORT

Dress for Success® (DFS) is a non-profit organization founded in 1996 by Nancy Lublin. DFS assists low-income women to make a tailored transition into the workforce by providing them with appropriate business attire to attend interviews and to wear to work on a daily basis. The organization, which can currently be found in over 50 cities in the United States and internationally, started with a $5,000 inheritance check given to the founder by her great-grandfather. The first suit drive held in 1996 on the Upper West Side of Manhattan suited 18 Russian Jewish immigrants for job interviews.

In May 1999, DFS exposure was greatly increased when it was featured on the television news program “60 Minutes.” The week after this news feature ran, the charity’s headquarters, DFS Worldwide received 900 calls from potential volunteers and donors and fifty people also expressed interest in starting their own chapters. DFS is trademarked and each division of the company is responsible for its own fundraising. There are currently about 250 volunteers working in the New York chapter along with hundreds more across the country.

Clients are referred to DFS by social services agencies such as domestic violence shelters, homeless shelters and job training programs. Each DFS chapter has its own standards for suiting clients depending on the amount of clothing contributed by donors in their area. DFS provides clients with clothes that are clean, pressed, in-style and ready-to-wear.
Volunteers must sort through piles of contributed clothes in order to sort out appropriate clothing. If a piece of clothing does not fit the standards of DFS, it is contributed to other organizations assisting needy women and families. Corporate sponsors such as Avon, Coach, Eileen Fisher, and others also generously contribute to DFS. For example, Avon contributes a pearl necklace and pearl earrings to each woman suited by DFS.

The author volunteers for DFS Morris County (DFSMC). The Morris County chapter is volunteer run and funded by the United Way. In order for DSMC to keep their funding from the United Way, they are required to provide them with a detailed report measuring program outcomes. This Measurement Outcomes Report provides the United Way with information on clients, information on the agencies that refer clients to DSMC, and information and status of the volunteers and donors. This report is important to DSMC because it not only allows the chapter to see how much they have progressed, but it shows the United Way that DFS is providing a worthwhile contribution to the community and are worthy of their support.

The Measurement Outcomes Report was created by following the handbook distributed by the United Way (1996) called, “Measuring Program Outcomes: A Practical Approach.”

In this step, the first step of the Measurement Outcomes Report (see Appendix A), the author has identified each program and provided a brief summary of the programs and their benefits. This step helps the organization to focus on the important aspects of the programs and their outcomes. The outcomes are the benefits to the participants during or after their involvement with the program. The author has divided the measured programs
into five categories: the professional women’s group “Working Matters for Women”,
agency affiliates, volunteer training, client progress, and donors.

The second step of the Measurement Outcomes Report (see Appendix B) is a
description of how the programs theoretically work to achieve benefits for participants.
This step represents the initial outcomes, intermediate outcomes and the long-term
outcomes for each of the inputs dedicated to the programs. Examples of inputs include
supplies, volunteer time, and may also include constraints on the programs. This logic
model allows the user to visualize the steps needed for the progression of each input and
the expected accomplishment of the activities accompanying the input.

The third step of the Measurement Outcomes Report (see Appendix C) specifies
the indicators for the outcomes. An indicator measures how well a program is achieving
an outcome by providing observable and measurable characteristics that will represent
achievement of the outcome.

The Measurement Outcomes Report notes that over 200 women were suited by
DFSMC during the year (see Appendix D). We expect these numbers to double over the
next year.

Some examples of women DFSMC suits consist of the following:

1. A woman referred by the American Red Cross who lost her home and
   possessions in a fire.

2. A single mom interviewing for a job to pay for rent and food for herself and
   her child, and who has no money for clothing for herself.

3. Several women from battered women shelters who have had to leave their
   homes and possessions.
4. Vocational training school graduates from the Newark area who are unable to purchase clothing for the jobs they seek.

The women suited by DFSMC are so thankful for the clothing they receive they often send a note of gratitude to the volunteers. A sampling of some of these messages include the following:

1. "I would like to take this opportunity to extend my thanks for the wonderful services you provide" (DFSMC Client).

2. "If I don't get the job it won't be because I didn't look good" (DFSMC Client).

3. Although your organization is non-profit, you treated me as if I was spending a million dollars!" (DFSMC Client).

4. "[My client] interviewed for a front desk job at the Headquarters Plaza Hotel wearing one of the suits and she was hired on the spot. The clothing did wonders for her confidence and was a deciding factor in her getting this higher exposure position." (DFSMC Referring Agency).

5. "Please let all the people know who donated the clothes that they really are making a difference in women's lives." (DFSMC Client).
Chapter V

PRACTICAL AND FUTURE PERSPECTIVES/SURVEY ANALYSIS

Dress for Success® has provided thousands of women with business appropriate clothing to help them obtain and retain jobs. The definition of business appropriate clothing varies from industry to industry but there are unwritten and employer mandated clothing rules to abide by in order to help achieve success in the workplace. The author does not intend to suggest that dressing well alone will make one a success, but that it is an important element in helping one to achieve success.

Population and Sample

To provide back up to the claim that dressing well is an important element of success, the author conducted a survey of 65 people of various ages and work backgrounds. This survey consists of statements relating to first impressions upon meeting someone new in business and social settings; clothing and its relation to self-esteem; clothing and its effects on positive and negative perceptions; clothing’s impact on promotions and rewards at work; and if it is possible to identify an individual’s job by the way they dress. (see Appendix E).

Survey Data Collection

The author analyzed the survey results three ways. The first analysis compared and contrasted the clothing perceptions between male and females (see Appendix F). The second analysis compared and contrasted those who worked in a corporate environment as opposed to those that work in a school or educational environment (see Appendix G). The third analysis compared and contrasted the feelings of management with the feelings of support staff (see Appendix H). Opinions for each response were surprisingly
different. There is not one category where more than 70 percent of any one group agreed upon their perceptions about clothing. In fact, in all of the categories combined, only in 80 percent of the time did the group concur on the same level of agreement.

The biggest difference of agreement occurred when those surveyed were asked if clothing is essential to a successful career. Seventy percent of those responding that worked in an educational environment agreed that clothing is essential to a successful career, while only 38 percent of those that worked in corporations agreed. Fifty percent of men and 51 percent of women agreed that clothing is essential to a successful career.

Anecdotal Comments

A prevalent difference of opinion in the category of clothing as essential to a successful career occurred when management and support staff were analyzed. Fifty-five percent of support staff and 35 percent of management felt that clothes were essential to a successful career. A communications specialist surmised that, “I am often surprised by the poor quality of clothes some upper management people wear.” A marketing coordinator states, “I know a woman manager in the organization that wears stretch pants and long t-shirts to work every day. Through conversations with her and of her, I believe she’s got a good head on her shoulders but is not given the opportunity to excel because of how she dresses.” It seems from these results that dressing plays an important role for support staff. Support staff do see and comment on the clothing worn by managers and support staff expect that management dress well on the job even in a casual environment.

Management expects that support staff dress well on interviews no matter what type of job they seek. For example, a county agricultural executive director says that although employees need to be prepared to make daily farm visits, office dress code
should be carefully considered for professional appearance and common sense. "People interviewing for a job at my office are expected to look tip-top."

When those surveyed in corporations and schools were asked if women should dress like a man in order to be taken seriously, 57 percent of corporate and education employees said that they strongly disagree to this statement. The same stance was taken by males, females, management, and support staff.

Upon review of the surveys filled out by those in a management position, the author analyzed that most believed that it was important to present a neat, clean, and conservative appearance. But the surveys concluded that the work environment has changed so much in the past years that dress has almost become secondary to attitude and professional work ethic. For example, a subjective observation made by one female executive director stated, "the corporate environment is said to seek out individuals with creative and innovative ideas yet I am not sure that they are willing to accept such creativity in extremes in either dress or style." [emphasis added].

Some of those surveyed have changed their attitudes about dress with the implementation of casual dress. One respondent believes that corporate casual has become so mainstream that she no longer judges people by their dress. But, the same person is surprised by the poor way that upper management dress. Many respondents believed that you do not have to spend a lot of money in order to look polished. One female vice president of public relations stated that, "You do not have to have new or expensive clothes to make a good impression with your appearance."
Still, others believe that people who wear inappropriate dress to work do not strive for a promotion but are comfortable where they are. By dressing inappropriately, one respondent feels that they are diminishing their opportunity to excel.

According to the results regarding first impressions in a business setting, 54 percent of males and 35 percent of females agreed that clothing plays a big influence on first impressions. And, 50 percent of males and 51 percent of females felt that clothing is an essential factor to a successful career in corporate America.

When asked about first impressions in a social setting, 4 percent of males and 23 percent of females disagreed that clothing played an important role for first impressions in a social setting. The majority of males and females had neutral attitudes towards clothing first impressions in a social setting.

Since many people have many different views of dress, the author concludes that it is essential to dress professionally. A few of those surveyed also said that along with clothing they look at the whole person from hair, manicured nails, scent and even teeth. Employees never know what others are observing about them. In order to avoid negative attitudes and/or conflicts with management or colleagues, it is important to always have a professional work appearance.
Chapter VI

SUMMARY AND CONCLUSIONS

Clothing plays a major role in the perceptions, impressions, image, and hierarchy of the workplace culture. The modern working woman has come a long way regarding workplace dress. At one time in history, women who wished to work had to disguise themselves like a man in order to get an education and job. When women were first accepted into the workplace their roles and dress were limited. As women attained higher functions, they found that in order to keep and increase their roles, they needed to replicate the clothing worn by men in similar positions in order to be taken seriously. As women proved themselves capable of handling the same type of jobs as men, the conservative clothing styles were eliminated to a more casual and comfortable workplace dress.

The survey conducted for this research paper revealed that people of different ages and dissimilar work backgrounds have diverse feelings about clothing, perceptions, and first impressions. While some say they do not judge people by their clothes and that appearance of colleagues and managers have very little impact on how performance of peers is evaluated, others hold clothing in direct relation to the person's abilities and successes.

The author strongly believes that clothing is an important factor in a successful career. She does not believe that a poor dresser will not succeed but that it is much easier for a well-dressed person to get noticed by people who have an impact on their future successes. As we are in the era of business casual, dressing has become a bit tricky for those working in corporate America. One needs to be careful in a business casual
environment. In order to be seen as a team member, employees must dress at the same level of their peers and not above them. At the same time managers have begun to adapt a business casual guideline that still keeps them a level above the support staff.

Perceptions change as do the styles of clothing that we wear. According to the survey analysis, upon meeting someone new in a business environment, clothing weighs heavily on first impressions. But, survey respondents noted that perceptions of people changed over the course of time and clothing impressions do not carry such prevalent impact once a stranger becomes an acquaintance or friend.

Women’s business fashions have come a long way in the business workplace. And whether we dress for a conservative or business casual working environment, dressing appropriately for work will remain an important aspect of success and positive self-esteem. For example, knowing how to dress for an interview to communicate a positive first impression with a potential employer will remain an important factor to obtaining a job long into the future. Therefore, the image projected by women who have suitable business attire does contribute to increased self-concept and success in today’s competitive business world.

Future Study

A possibility for future study is to address casual dress guidelines imposed by employers and if, in the future, employers will want their employees to return to a more formal style of dress.
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Appendix A

Step 1: Dress for Success® Morris County

Identification of Outcomes to Measure
Appendix A

**DRESS FOR SUCCESS® MORRIS COUNTY**

**STEP 1**

**IDENTIFICATION OF OUTCOMES TO MEASURE**

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>WORKING MATTERS FOR WOMEN</td>
<td>- Educational program is designed to provide support to clients as they make their transition into the workforce.</td>
</tr>
<tr>
<td>(Professional Women's Group)</td>
<td>- Clients will have the opportunity to interact with other women in similar positions who are re-entering the workforce.</td>
</tr>
<tr>
<td>ABOUT THE PROGRAM:</td>
<td>- Clients are encouraged to attend the monthly meetings and receive a new outfit after each meeting.</td>
</tr>
<tr>
<td>- Monthly meetings are designed to assist clients employed for at least thirty (30) days. Meetings will feature a presentation on such topics as stress management and finances. Refreshments and free childcare are provided.</td>
<td>- They will benefit by learning the nuances of being a working woman.</td>
</tr>
</tbody>
</table>

| AGENCY AFFILIATES                |                                                                 |
| ABOUT THE PROGRAM:               |                                                                 |
| - Agency Affiliates are comprised of agencies that have referred clients to Dress for Success. | - The clients of Agency Affiliates get: |
| - The Agency Affiliates program helps to formalize Dress for Success' relationship with referring agencies. | 1. A return visit to the shop for a new outfit without a referral; and |
| 2. Lifetime membership in the Working Matters for Women program. | 2. Lifetime membership in the Working Matters for Women program. |
|                                                                 | - All Agency Affiliates get an invitation to our Annual Breakfast. |
|                                                                 | - Agencies provide regular client referrals to Dress for Success and Working Matters for Women. |
|                                                                 | - Agencies provide regular feedback on Dress for Success’ accomplishments or areas of improvement in inventory, facilities and/or program. |
|                                                                 | - Global faxes to United Way partners using the United Way global fax system. |
| **VOLUNTEER TRAINING** | - Volunteers learn how the organization works and how to assist as personal shoppers to the clients.  
- Volunteers become familiar with the shop and warehouse.  
- Volunteers provide help in sorting and hanging clothes in preparation for a client fitting.  
- Volunteers assist in the office with administrative tasks. |
|------------------------|------------------------------------------------------------------------------------------------|
| **CLIENT PROGRESS**    | - Surveys and interviews measure client progress with the client.  
- Discussions held at Working Matters for Women meetings will be helpful to track client's feelings and progression made at their jobs.  
- Clients give feedback on how they feel about the services that Dress for Success provides for them.  
- Dress for Success will attempt to follow-up with clients and continually monitor their progress. They are encouraged to come back to the Working Matters for Women meetings. |
| **DONORS**             | - Donors are tracked using a database of information that includes amount/kind of donation and donor information such as name and address.  
- A newsletter will be provided to donors so that they may follow the progress of Dress for Success. |
Appendix B

Step 2: Dress for Success® Morris County

Logic Model for Four Programs
# Appendix B

## STEP 2: LOGIC MODEL FOR FOUR PROGRAMS OF DRESS FOR SUCCESS® MORRIS COITY

Program: **Working Matters for Women (Professional Women’s Group)**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Outcome</th>
<th>Impact</th>
<th>Logic</th>
<th>Effect</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly educational and social program for “suited” clients.</td>
<td>Clients attend a monthly meeting with a guest speaker on a variety of topics. For example: stress management, managing finances, business etiquette and colleague communications. Opportunity for clients to socialize and discuss their workplace successes and difficulties amongst their peers. Each client receives an invitation to Working Matters for Women when they come for their fitting.</td>
<td>Clients attend monthly meetings, meet with peers and learn coping skills that will lead them to self-sufficiency.</td>
<td>Clients learn about the nuances of workplace behavior and begin to adjust to their new work environment.</td>
<td>Self-esteem grows and clients become more comfortable as they assimilate into their various roles in their daily lives. Increased attendance at meetings. Clients actively participate in monthly meetings by becoming involved in Q &amp; A, hospitality, and modest administrative details for the group.</td>
<td>Clients become self-sufficient, confident and functions well in a workplace environment and their daily lives. Steady attendance at meetings and continued increase of attendees. Clients assume increasing responsibility for professional women’s group. Increased outflow of donated clothes. Clients organize self-sufficiency meetings outside of Working Matters for Women.</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Program: Agency Affiliates</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1</strong></td>
</tr>
<tr>
<td>Dress for Success seeks to educate local social service agencies about their mission.</td>
</tr>
<tr>
<td>Dress for Success provides the opportunity for agencies to learn about their services by holding an annual breakfast.</td>
</tr>
<tr>
<td>A global fax using the United Way global fax system is sent to United Way partners advising them about Dress for Success Morris County.</td>
</tr>
<tr>
<td>Agencies take advantage of a vast networking system of knowledgeable volunteers who can provide their clients with the time to help them find the clothing they need to prepare for their interview.</td>
</tr>
<tr>
<td>All local agencies become aware of Dress for Success' services and send their clients to take advantage of them.</td>
</tr>
<tr>
<td>Dress for Success starts to see an increase in clients being suited.</td>
</tr>
<tr>
<td>Agency Affiliates tell fellow agencies about Dress for Success.</td>
</tr>
<tr>
<td><strong>Goal 2</strong></td>
</tr>
<tr>
<td>Working Matters for Women meetings see an increase in attendance.</td>
</tr>
<tr>
<td>Agency Affiliate member number increases.</td>
</tr>
<tr>
<td>Steady increase in number of clients using our shop.</td>
</tr>
<tr>
<td>Steady attendance at Working Matters for Women meetings and continued increase of attendees.</td>
</tr>
<tr>
<td>Web of Agency Affiliates increases to include agencies in Morris County and surrounding areas.</td>
</tr>
</tbody>
</table>
### Program: Client Progress

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Client is referred to Dress for Success Morris County by a social service agency. They are drug-free for six months and prepared to work. They have appropriate childcare for their children.</td>
</tr>
<tr>
<td>2.</td>
<td>Appointment is scheduled and client is “suited” for their job interview or work. At this time the client receives a full outfit including a suit, shoes, accessories and toiletries to prepare her for her big day. At their initial “suiting” appointment clients usually take home four to five complete outfits. Within 6 months client comes back for a second suiting using a complimentary voucher. After 30 days of continuous work, client is invited to participate in Working Matters for Women.</td>
</tr>
<tr>
<td>3.</td>
<td>Client attends her interview with appropriate business attire and when hired has appropriate attire to wear daily. Chance of client getting and keeping a job increases because she is appropriately dressed and feels good about herself.</td>
</tr>
<tr>
<td>4.</td>
<td>Client gets a job and is able to keep it for at least 30 continuous days to qualify for Working Matters for Women.</td>
</tr>
<tr>
<td>5.</td>
<td>Client comes back to Dress for Success where she receives new clothing to wear to her job using our complimentary voucher card. Members of Working Matters for Women receive, along with a new outfit for each meeting they attend, information and education to assist transition from “welfare” to self-sufficiency and economic independence.</td>
</tr>
<tr>
<td>6.</td>
<td>Client become self-sufficient and “graduates” from our program into economic independence.</td>
</tr>
</tbody>
</table>
Program: Volunteers

<table>
<thead>
<tr>
<th>The Issue</th>
<th>Program</th>
<th>Expected Outcomes</th>
<th>Achievements</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteers come to Dress for Success Morris County in order to give something back to the community.</td>
<td>Warehouse Coordinator supervises and Warehouse Helpers sort and hang clothes; prepare shipments of donations that do not meet Dress for Success's criteria to donate to other charities. Shop Managers organize clothes received from warehouse and keep track of inventory. Personal Shoppers assist clients in picking out clothing appropriate to their needs. Office Angels work with the Executive Director on administrative tasks. Fundraising volunteers help to organize and conduct fundraisers. Volunteer Training Coordinator organizes and educates volunteers.</td>
<td>Volunteers work together so that the process of suiting a client runs smoothly. Volunteers help the shop and office run smoothly. Volunteers make sure that when a client is scheduled to be suited, her size is available at the shop and she has a choice of clothing and accessories to take with her.</td>
<td>There are enough volunteers available to help out daily with each specified position to keep the organization running smoothly. Dress for Success Morris County shop and warehouse are able to expand their open hours.</td>
<td>An increase of knowledgeable volunteers who can train new volunteers. Volunteers are trained and knowledgeable on all aspects of Dress for Success and are able to donate their time to any area when needed. Steady increase of new volunteers. Low volunteer turnover.</td>
</tr>
</tbody>
</table>
Program: **Donors**

<table>
<thead>
<tr>
<th><strong>Donors</strong></th>
<th><strong>Dress for Success</strong></th>
<th><strong>Monetary donations</strong></th>
<th><strong>Donations help Dress for Success run smoothly and efficiently.</strong></th>
<th><strong>An increase in monetary donations and appropriate clothing and accessory donations.</strong></th>
<th><strong>Monetary and clothing donations increase so that offices, shop and warehouse may run self-sufficiently.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Make clothing and monetary donations to Dress for Success.</td>
<td>Organizes clothes and distributes monetary donations for appropriate resources within the organization.</td>
<td>Provide assistance for such things as dry cleaning bills and office supplies. Clothing donations support our mission to outfit low income women with appropriate business attire.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix C

Step 3: Dress for Success® Morris County

Outcome Indicators
Appendix C

DRESS FOR SUCCESS® MORRIS COUNTY

STEP 3

OUTCOME INDICATORS

Program: Agency Affiliates

<table>
<thead>
<tr>
<th>OUTCOME</th>
<th>INDICATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in clients suited per month.</td>
<td>• Donated clothes come into the shop and move out quickly because of the higher demand for clothes.</td>
</tr>
<tr>
<td></td>
<td>• Shop hours increase.</td>
</tr>
<tr>
<td></td>
<td>• Increase of volunteer because of the volunteer training program.</td>
</tr>
<tr>
<td>Web of Agency Affiliates Increases</td>
<td>• Increase of client referrals to Dress for Success from Agency Affiliates.</td>
</tr>
<tr>
<td>Steady attendance at Working Matters for Women meetings and continued increase of members.</td>
<td>• Increase of interest in Working Matters from Women because of the Agency Affiliates referral system.</td>
</tr>
<tr>
<td>Agencies call to find out about the services offered by Dress for Success</td>
<td>• Increase of membership in Agency Affiliates program.</td>
</tr>
</tbody>
</table>
Program: Client Progress

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client attends an interview dressed in business appropriate attire and receives the job.</td>
<td>• Client gets and keeps a job for 30 days and returns to Dress for Success within 6 months for additional clothing.</td>
</tr>
</tbody>
</table>
| Client gets a job and is able to keep it for at least 30 continuous days. | • Consistent attendance at Working Matters for Women meetings.  
• Repeat visits to the shop for additional clothing. |
| Client becomes self-sufficient and “graduates” from our program into economic independence | • Increased assistance from clients with organization at Working Matters for Women meetings.  
• Client no longer needs the assistance of Dress for Success because she can afford to buy her work clothes. |
Program: Donors

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>An increase in monetary donations</td>
<td>Dress for Success is able to provide the organization with necessary supplies and it runs smoothly and efficiently.</td>
</tr>
<tr>
<td>An increase in clothing donations</td>
<td>Dress for Success is able to clothe women of all shapes and sizes.</td>
</tr>
</tbody>
</table>
**Program: Working Matters for Women**

<table>
<thead>
<tr>
<th>OUTCOME</th>
<th>INDICATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clients become confident and function well in the workplace.</td>
<td>• Clients keep their jobs for extended periods of time.</td>
</tr>
<tr>
<td>Steady attendance at meetings and continued increase of attendees.</td>
<td>• Interest in Working Matters for Women increases and attendance is constant.</td>
</tr>
<tr>
<td>Client learns about the nuances of the workplace and begins to adjust to their new work environment.</td>
<td>• Attendance at meetings and request by clients for speakers on specific subjects.</td>
</tr>
</tbody>
</table>

**Program: Volunteers**

<table>
<thead>
<tr>
<th>OUTCOME</th>
<th>INDICATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteers are trained and knowledgeable on all aspects of Dress for Success</td>
<td>• Volunteer training program implemented and in use.</td>
</tr>
<tr>
<td>Steady increase of new volunteers.</td>
<td>• Volunteers are capable of handling each position and Dress for Success runs smoothly.</td>
</tr>
<tr>
<td>Volunteers run and organize shop</td>
<td>• Clients are scheduled for appointments and are met by volunteers who help them pick out clothing.</td>
</tr>
<tr>
<td>Volunteers run warehouse</td>
<td>• Donated clothing are sorted and organized and sent to the shop as needed.</td>
</tr>
</tbody>
</table>
| Expansion of hours | Volunteers are capable of working an increased number of hours to accommodate clients.  
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Need for additional hours to suit clients is met by Dress for Success.</td>
</tr>
</tbody>
</table>
| Older volunteers help train new volunteers | Volunteer training program enables volunteers to quickly learn about nuances of Dress for Success.  
|                                    | Increases interest in volunteering for Dress for Success                       |
Appendix D

Dress for Success® Morris County

Suited Clients 2000
Appendix D

Dress for Success® Morris County
Suited Clients
2000

<table>
<thead>
<tr>
<th></th>
<th>Shop Sessions</th>
<th>Clients Scheduled</th>
<th>Clients Suited</th>
<th>Clients Cancelled</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>10</td>
<td>9</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>February</td>
<td>11</td>
<td>13</td>
<td>13</td>
<td>0</td>
</tr>
<tr>
<td>March</td>
<td>10</td>
<td>11</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>April</td>
<td>10</td>
<td>15</td>
<td>14</td>
<td>1</td>
</tr>
<tr>
<td>May</td>
<td>11</td>
<td>16</td>
<td>15</td>
<td>1</td>
</tr>
<tr>
<td>June</td>
<td>11</td>
<td>32</td>
<td>26</td>
<td>6</td>
</tr>
<tr>
<td>July</td>
<td>8</td>
<td>21</td>
<td>17</td>
<td>4</td>
</tr>
<tr>
<td>August</td>
<td>11</td>
<td>19</td>
<td>12</td>
<td>7</td>
</tr>
<tr>
<td>September</td>
<td>10</td>
<td>21</td>
<td>14</td>
<td>7</td>
</tr>
<tr>
<td>October</td>
<td>11</td>
<td>42</td>
<td>39</td>
<td>3</td>
</tr>
<tr>
<td>November</td>
<td>10</td>
<td>27</td>
<td>22</td>
<td>5</td>
</tr>
<tr>
<td>December</td>
<td>9</td>
<td>42</td>
<td>32</td>
<td>10</td>
</tr>
<tr>
<td>TOTAL</td>
<td>122</td>
<td>268</td>
<td>222</td>
<td>46</td>
</tr>
</tbody>
</table>

Summary

Scheduled Clients 268
Clients that kept appointments 222 (83%)
Clients that did not keep appointments 46 (17%)

Average of 10 shop sessions per month

Volunteer hours in the DFSMC shop = Approximately 600
Appendix E

Survey
Appendix E

BUSINESS ATTIRE AND COMMUNICATION
MASTER'S THESIS SURVEY

Please answer the following questions on a scale of one (1) to five (5) by circling your answer.

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My first impression upon meeting someone in a business setting is</td>
<td></td>
<td></td>
</tr>
<tr>
<td>influenced by their clothes.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>2. My first impression upon meeting someone in a social setting is</td>
<td></td>
<td></td>
</tr>
<tr>
<td>influenced by their clothes.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>3. Appropriate dress helps me maintain a positive self-concept and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>improves my self-esteem.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>4. Clothing is an essential factor to a successful career in corporate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>America</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>5. When I encounter a female in a business environment, I instantaneously</td>
<td></td>
<td></td>
</tr>
<tr>
<td>evaluate her clothing to determine my first impression of her.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>6. When I encounter a male in a business environment I instantaneously</td>
<td></td>
<td></td>
</tr>
<tr>
<td>evaluate his clothing to determine my first impression of him.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>7. Clothing is part of the non-verbal communication that creates a positive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>or negative perception of people we see.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>8. You can tell what a person does for a living by the way they dress.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. It is as important for a male to dress professionally at work as it is for a female.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>10. Dress and appearance can have a major impact on promotions and other work-related rewards.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>11. A woman should dress like a man in order to be taken seriously in the workplace.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
</tbody>
</table>

Please comment on this subject with some examples of your own clothing perceptions.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Please answer all, any or none of the following:

I am a:  ____ MALE  Age: 20-30 ___  50-60 ___  30-40 ___  70-80 ___  40-50 ___

____ FEMALE

I work in a: ____ CORPORATION  ____ SCHOOL/UNIVERSITY  ____ OTHER (PLEASE SPECIFY)

What is your title?: ______________________________________________________
Appendix F

Survey Results Comparing Male and Female Responses
## Survey Results by Male and Female Responses

26 Males Surveyed
39 Females Surveyed

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Neutral</th>
<th>Strongly Agree</th>
<th>% OF HIGHEST SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My first impression upon meeting someone in a business setting is influenced by their clothes./Male</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>1. My first impression upon meeting someone in a business setting is influenced by their clothes./Female</td>
<td>0</td>
<td>6</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>2. My first impression upon meeting someone in a social setting is influenced by their clothes./Male</td>
<td>2</td>
<td>1</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td>2. First impression upon meeting someone in a social setting is influenced by their clothes./Female</td>
<td>1</td>
<td>6</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>3. Appropriate dress helps me maintain a positive self-concept and improves self-esteem./Male</td>
<td>2</td>
<td>1</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>3. Appropriate dress helps me maintain a positive self-concept and improves self-esteem./Female</td>
<td>0</td>
<td>2</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>4. Clothing is an essential factor to a successful career in corporate America./Male</td>
<td>0</td>
<td>2</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>4. Clothing is an essential factor to a successful career in corporate America./Female</td>
<td>1</td>
<td>3</td>
<td>9</td>
<td>20</td>
</tr>
<tr>
<td>5. When I encounter a female in a business environment, I instantaneously evaluate her clothing to determine my first impression of her./Male</td>
<td>3</td>
<td>7</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>5. When I encounter a female in a business environment, I instantaneously evaluate her clothing to determine my first impression of her./Female</td>
<td>1</td>
<td>9</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>6. When I encounter a male in a business environment, I instantaneously evaluate her clothing to determine my first impression of him./Male</td>
<td>2</td>
<td>7</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>6. When I encounter a male in a business environment, I instantaneously evaluate his clothing to determine my first impression of him./Female</td>
<td>1</td>
<td>9</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>7. Clothing is part of the non-verbal communication that creates a positive or negative perception of people we see./Male</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td>7. Clothing is part of the non-verbal communication that creates a positive or negative perception of people we see./Female</td>
<td>0</td>
<td>2</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td>8. You can tell what a person does for living by their dress./Male</td>
<td>5</td>
<td>10</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>8. You can tell what a person does for living by their dress./Female</td>
<td>11</td>
<td>14</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td>9. It is as important for male to dress professionally at work as it is for a female./Male</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>9. It is as important for male to dress professionally at work as it is for a female./Female</td>
<td>1</td>
<td>3</td>
<td>6</td>
<td>17</td>
</tr>
<tr>
<td>10. Dress and appearance have major impact on promotions and rewards./Male</td>
<td>1</td>
<td>3</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>10. Dress and appearance have major impact on promotions and rewards./Female</td>
<td>2</td>
<td>2</td>
<td>13</td>
<td>18</td>
</tr>
<tr>
<td>11. A women should dress like a man to be taken seriously in the workplace./Male</td>
<td>14</td>
<td>10</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>11. A women should dress like a man to be taken seriously in the workplace./Female</td>
<td>23</td>
<td>9</td>
<td>6</td>
<td>1</td>
</tr>
</tbody>
</table>
Appendix G

Survey Results Comparing Corporate and School Employees
## Survey Results Comparing Responses of Corporations and Schools

### 42 Corporate Employees Surveyed

### 23 School Employees Surveyed

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Neutral</th>
<th>Strongly Agree</th>
<th>% OF HIGHEST SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My first impression upon meeting someone in a business setting is influenced by their clothes. /Corporate</td>
<td>1</td>
<td>6</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td>1. My first impression upon meeting someone in a business setting is influenced by their clothes. /School</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>2. My first impression upon meeting someone in a social setting is influenced by their clothes. /Corporate</td>
<td>2</td>
<td>5</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>2. My first impression upon meeting someone in a social setting is influenced by their clothes. /School</td>
<td>1</td>
<td>2</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td>3. Appropriate dress helps me maintain a positive self-concept and improves self-esteem. /Corporate</td>
<td>1</td>
<td>3</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>3. Appropriate dress helps me maintain a positive self-concept and improves self-esteem. /School</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>4. Clothing is an essential factor to a successful career in corporate America. /Corporate</td>
<td>1</td>
<td>4</td>
<td>14</td>
<td>16</td>
</tr>
<tr>
<td>4. Clothing is an essential factor to a successful career in corporate America /School</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>16</td>
</tr>
<tr>
<td>5. When I encounter a female in a business environment, I instantaneously evaluate her clothing to determine my first impression of her. /Corporate</td>
<td>3</td>
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<td>16</td>
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<tr>
<td>5. When I encounter a female in a business environment, I instantaneously evaluate her clothing to determine my first impression of her. /School</td>
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<td>5</td>
<td>9</td>
<td>5</td>
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<tr>
<td>6. When I encounter a male in a business environment, I instantaneously evaluate his clothing to determine my first impression of him. /Corporate</td>
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<td>16</td>
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<tr>
<td>6. When I encounter a male in a business environment, I instantaneously evaluate his clothing to determine my first impression of him. /School</td>
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<td>11</td>
<td>6</td>
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<tr>
<td>7. Clothing is part of the non-verbal communication that creates a positive or negative perception of people we see. /Corporate</td>
<td>0</td>
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<td>7. Clothing is part of the non-verbal communication that creates a positive or negative perception of people we see. /School</td>
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<td>0</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>8. You can tell what a person does for living by their dress. /Corporate</td>
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<td>13</td>
<td>4</td>
</tr>
<tr>
<td>8. You can tell what a person does for living by their dress. /School</td>
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<td>10</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>9. It is as important for male to dress professionally at work as it is for a female. /Corporate</td>
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<td>7</td>
<td>20</td>
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<tr>
<td>9. It is as important for male to dress professionally at work as it is for a female. /School</td>
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<td>0</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>10. Dress and appearance have major impact on promotions and rewards. /Corporate</td>
<td>3</td>
<td>3</td>
<td>15</td>
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</tr>
<tr>
<td>10. Dress and appearance have major impact on promotions and rewards. /School</td>
<td>0</td>
<td>2</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>11. A women should dress like a man to be taken seriously in the workplace. /Corporate</td>
<td>24</td>
<td>12</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>11. A women should dress like a man to be taken seriously in the workplace. /School</td>
<td>13</td>
<td>7</td>
<td>2</td>
<td>1</td>
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</tbody>
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Appendix H

Survey Results Comparing Managers and Support Staff
### Survey Results Comparing Managers and Support Staff

20 Managers Surveyed  
45 Support Staff Surveyed

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Neutral</th>
<th>Strongly Agree</th>
<th>% OF HIGHEST SCORE</th>
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</thead>
<tbody>
<tr>
<td>1. My first impression upon meeting someone in a business setting is influenced by their clothes./Manager</td>
<td>0</td>
<td>3</td>
<td>6</td>
<td>10</td>
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<tr>
<td>1. My first impression upon meeting someone in a business setting is influenced by their clothes./Support Staff</td>
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<td>2. My first impression upon meeting someone in a social setting is influenced by their clothes./Manager</td>
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<td>9</td>
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<tr>
<td>2. First impression upon meeting someone in a social setting is influenced by their clothes./Support Staff</td>
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<td>20</td>
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<tr>
<td>3. Appropriate dress helps me maintain a positive self-concept and improves self-esteem./Manager</td>
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<tr>
<td>3. Appropriate dress helps me maintain a positive self-concept and improves self-esteem./Support Staff</td>
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<td>3</td>
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<tr>
<td>4. Clothing is an essential factor to a successful career in corporate America./Manager</td>
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<td>7</td>
</tr>
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<td>4. Clothing is an essential factor to a successful career in corporate America./Support Staff</td>
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<td>11</td>
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<td>5. When I encounter a female in a business environment, I instantaneously evaluate her clothing to determine my first impression of her./Manager</td>
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<td>9</td>
<td>5</td>
</tr>
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<td>5. When I encounter a female in a business environment, I instantaneously evaluate her clothing to determine my first impression of her./Support Staff</td>
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<td>6. When I encounter a male in a business environment, I instantaneously evaluate her clothing to determine my first impression of him./Manager</td>
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<td>10</td>
<td>4</td>
</tr>
<tr>
<td>6. When I encounter a male in a business environment, I instantaneously evaluate his clothing to determine my first impression of him./Support Staff</td>
<td>2</td>
<td>12</td>
<td>17</td>
<td>10</td>
</tr>
<tr>
<td>7. Clothing is part of the non-verbal communication that creates a positive or negative perception of people we see./Manager</td>
<td>0</td>
<td>1</td>
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</tr>
<tr>
<td>7. Clothing is part of the non-verbal communication that creates a positive or negative perception of people we see./Support Staff</td>
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<td>2</td>
<td>15</td>
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</tr>
<tr>
<td>8. You can tell what a person does for living by their dress./Manager</td>
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<tr>
<td>8. You can tell what a person does for living by their dress./Support Staff</td>
<td>10</td>
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<tr>
<td>9. It is as important for male to dress professionally at work as it is for a female./Manager</td>
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<td>2</td>
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<tr>
<td>9. It is as important for male to dress professionally at work as it is for a female./Support Staff</td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>17</td>
</tr>
<tr>
<td>10. Dress and appearance have major impact on promotions and rewards./Manager</td>
<td>1</td>
<td>0</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>10. Dress and appearance have major impact on promotions and rewards./Support Staff</td>
<td>2</td>
<td>5</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>11. A women should dress like a man to be taken seriously in the workplace./Manager</td>
<td>11</td>
<td>6</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>11. A women should dress like a man to be taken seriously in the workplace./Support Staff</td>
<td>26</td>
<td>13</td>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>