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WSR 73-3

JUNE 1973

NEED SATISFACTION  
AMONG  
JUNIOR ENLISTED MEN AND JUNIOR OFFICERS

USE OF AN  
EXISTENCE, RELATEDNESS AND GROWTH  
CONCEPTUAL SYSTEM

GERRY L. WILCOVE

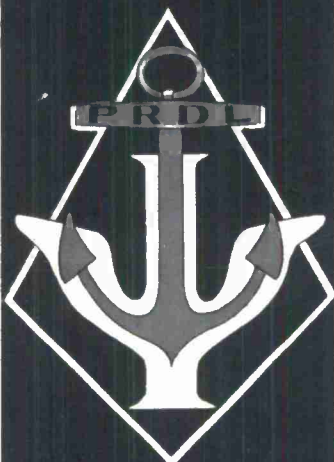
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WSR 73-3

June 1973

NEED SATISFACTION  
AMONG  
JUNIOR ENLISTED MEN AND JUNIOR OFFICERS

USE OF AN  
EXISTENCE, RELATEDNESS AND GROWTH  
CONCEPTUAL SYSTEM

Work Unit No.  
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Gerry L. Wilcove

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FOREWORD

Special thanks are extended to Dr. Milton R. Goldsamt for his editorial and technical assistance.

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SUBMITTED BY

E. P. Somer

Director, Attitude and Motivation Research Division

APPROVED BY

E. M. Ramras

Acting Director, Psychological Research Department

A. L. Blanks  
Captain, U. S. Navy  
Commanding Officer

E. M. Ramras  
Technical Director

## SUMMARY

### Purpose

This study: (a) identified the fundamental psychological needs of junior enlisted and junior officer personnel; (b) determined whether these needs were being satisfied by the Navy; and, (c) evaluated which aspects of Navy life still needed to be improved.

### Problem

At a time when attitudes toward the military had worsened, Admiral Elmo R. Zumwalt, Jr., the Chief of Naval Operations, initiated a wide ranging program designed to improve Navy conditions by focusing on the individual. The present study investigated practical issues of concern to Navy managers during a time when this program was being implemented extensively.

### Approach

The study utilized and expanded the concepts of a theoretical need satisfaction model developed by Alderfer (1966). The model is composed of three main types of needs: Existence needs, Relatedness needs, and Growth needs (E.R.G.). According to the model, fringe benefits and pay represent the primary vehicles for the satisfaction of Existence needs, while the quality of relationships with significant others--peers and supervisors--determines the satisfaction of Relatedness needs. Whether one's job allows a person to act creatively and productively determines the satisfaction of the Growth need.

For junior enlisted personnel, the E.R.G. theoretical model was expanded to include additional, relevant dimensions for measuring need satisfaction. These were: Respect for one's Supervisor, which--together with Alderfer's Respect from Supervisor dimension--formed the Need for Mutual Respect dimension, and Respect from the Organization. The Need for Personal Freedom, and the Need for Social Receptivity from Superiors, in turn, represented particular kinds of organizational respect.

For junior officer personnel, the E.R.G. model was expanded to include the Respect for Supervisor dimension, but was retained in its original form in all other aspects. The Respect from Organization factor, and thus the other needs derived from it, was not included since the prestige of being an officer was assumed to alleviate many of the interpersonal problems of respect associated with junior enlisted status.

The questionnaires were field administered in Norfolk and San Diego to first and second enlistees and officers in their first obligation (first obligors). A supplementary mail study of first obligors was also conducted.

## Findings

### Junior Enlisted Findings

During the last year, junior enlisted men reported that their need to belong had been more adequately fulfilled in the Navy and that they had noticed appreciable improvement in the social receptivity of their superiors. Evidence also tentatively suggested that they were receiving more respect from their peers and that their Existence need was less deprived as a result of improvements in fringe benefits. First enlistees felt Navy life infringed more than previously on their personal freedom while second enlistees perceived no change.

Results generally indicated that "Z-Gram" policies were not directly associated in the minds of the men with the increased psychological satisfaction experienced by them during the last year. Fifty-one percent of the men, however, perceived "Z-Gram" policies as the agent responsible for improving existence-related aspects of their lives (e.g., food, living conditions, and facilities).

At present, junior enlisted men feel respect for their supervisors, i.e., satisfaction with their general worth, and are satisfied with the respect they receive from their peers. On the other hand, they are still dissatisfied with their ability to fulfill their basic Existence needs because of low pay. While men are not dissatisfied with their jobs overall, their jobs also do not provide substantial satisfaction. Analyzing results by enlistment status showed that first enlistees are dissatisfied with the amount of personal freedom that Navy life allows them, while second enlistees tend to be neutral in their feelings. In general, the degree of personal freedom experienced by the junior enlisted man is related to both his degree of overall satisfaction with Navy life and his reenlistment intentions.

### Junior Officer Findings

Junior officers reported an increased ability to satisfy their basic Existence needs because of improvements in fringe benefits during the last year. Two areas were specifically cited: changes in the personal services provided them--such as increased commissary hours--and liberalization of leave and

liberty privileges. Officers also experienced a greater feeling of "belonging" during the last year (for example, by having a greater opportunity to help their co-workers).

In general, officers did not perceive a direct association in their own minds between "Z-Gram" policies and the increased psychological satisfaction they had experienced in the Navy during the last year. Fifty-five percent of the officers, however, attributed improvements in existence-related aspects of their lives to the influence of "Z-Gram" policies.

Currently, officers are particularly satisfied with the fringe benefits the Navy provides them, the respect received from peers, and the general worth of their supervisors. They are basically neutral in their feelings (neither satisfied nor dissatisfied) about the respect they receive from their supervisors and the status accorded them by the Navy. While officers tend to feel their pay is lower than comparable civilian jobs, pay in general is not associated with overall satisfaction with Navy life or career motivation. On the other hand, close to half of the officers reported they were unable to use a wide variety of skills of interest to them and the Growth need in general showed a correspondingly strong association with overall satisfaction and career motivation.

### Conclusions

1. For junior enlisted men, Navy life has improved in two major areas related to need satisfaction; tentative evidence also exists for improvement in two other areas.

2. Especially important to junior enlisted men was the need for personal freedom which was most related of all their needs to both overall satisfaction with the Navy and reenlistment intentions. Expanded research efforts should elucidate the exact nature of personal freedom within the Navy context and propose solutions for reconciling individual needs with organizational needs.

3. For junior officers, Navy life has improved in two major areas related to need satisfaction.

4. Improvements in Navy life for junior officers and junior enlisted men, with the possible exception of existence-related aspects of life, are not generally perceived as linked to "Z-Gram" policies. Nonetheless, the ubiquity of such policies, together with supportive data from other studies, suggest that

"Z-Gram" policies may have indirectly affected Navy life through creation of a favorable organizational climate.

### Recommendations

1. High priority should be given to increasing the pay of junior enlisted personnel. Serious efforts should be extended to elevating pay to competitive civilian levels, to increasing pay to a level appropriate for a given job, and--especially for first enlistees--to providing more money for an acceptable standard of living. (It is unlikely that the recent raise significantly alters these requirements.)

2. The amount of personal freedom junior enlisted men have in their lives should be expanded.

3. Regarding the respect junior enlisted men receive from their supervisor, supervisors should concentrate more on offering constructive suggestions rather than negative criticism.

4. All individuals in a position of leadership should be willing to rectify mistakes they have made in dealing with junior enlisted men even if this involves outright admission of error at times. Inability of leaders to respect the opinions of first enlistees, in particular, further adds to any feeling that such individuals may have that that they are not respected within the organization.

5. Regarding the need for social receptivity, junior enlisted men need more opportunity to talk to their superiors about their personal problems.

6. More privileges should be associated with a man's job, especially for first enlistees. While too many "unearned" privileges may curtail ambition and incentive, not enough "deserved" privileges may produce apathy.

7. The Growth area requires more attention especially for first enlistees and officers in their first obligation. Regarding the latter group, this area correlated the highest of all needs both with overall satisfaction with Navy life and career motivation. Special efforts should be directed towards varying the content of the work such personnel are assigned, to utilizing the full range of skills in which personnel have an interest, and to providing more of an opportunity to make important decisions.

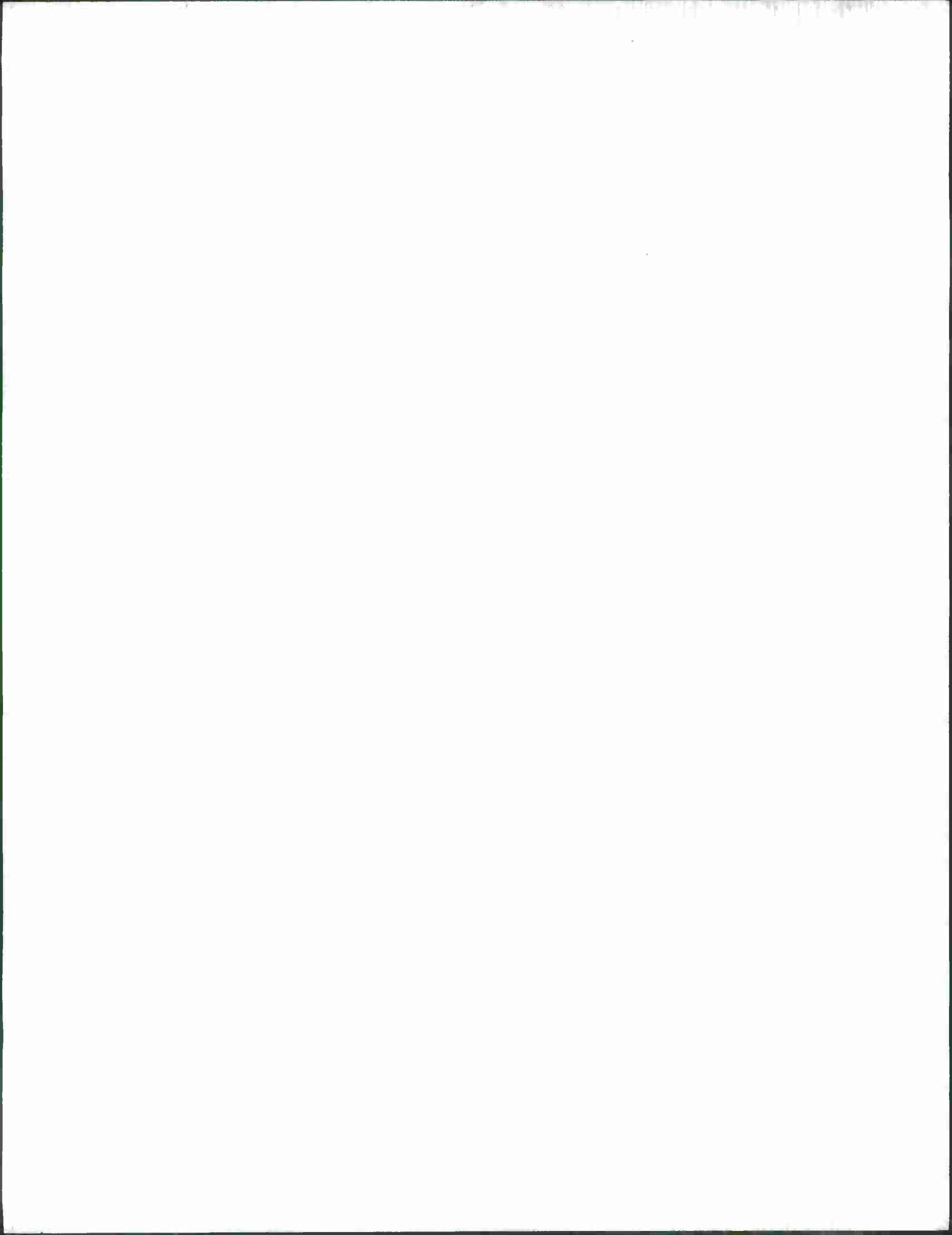


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"We submit that lack of psychological need satisfaction is one of the major problems we have in the Navy today. If we as leaders and managers are unable to prove and demonstrate to our people that they are important and essential to their units, capable and dependable enough to have some freedom in carrying out their responsibilities and deserving of the trust and confidence of their superiors, then we cannot expect them to have job satisfaction." (Swartz, Naval College Review, 1971).

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## I. INTRODUCTION

### A. Purpose

The purpose of the study was to identify the fundamental psychological needs of junior enlisted and junior officer personnel, to determine whether these needs are being satisfied by the Navy, and, based on this latter analysis, to reveal which aspects of Navy life still need to be improved.

### B. Problem

Attitudes toward the Navy, as with other services, deteriorated during the Vietnam War. Negative attitudes arose partly from ideological positions against the war. They also arose, however, from broader disagreements about the moral obligation of military service and the role of the individual within the organization. How each individual resolves these issues will determine whether he enlists in the Navy and, if he does, whether he will make a career of Navy service. Indeed, the success of the upcoming all volunteer force hinges on these decisions.

At the organizational level, the Navy has embarked on a program designed to increase the attractiveness of Navy life through renewed consideration of individual needs and aspirations. It is hoped that these actions will favorably influence individuals who recognize the need for a military structure, but who might otherwise forego a Navy career.

The problem addressed in the study is whether the policy changes that have been taken to improve the attractiveness of Navy life have had a favorable psychological impact on individuals.

### C. Background

Upon being named the Chief of Naval Operations (CNO), Admiral Elmo R. Zumwalt, Jr., sponsored a series of retention study groups (RSG's) whose purpose was to identify problems affecting the quality of Navy life and recommend solutions. The RSG's represented principal segments of the Navy population including aviation officers, POW/MIA dependents, engineer corps and technical specialists, destroyer and mine force officers, black officers and

enlisted men, and WAVE officer and enlisted personnel. Between July 1970 and June 1972 30 RSG's met and submitted more than 1,000 recommendations.

The proposals adopted by the CNO covered the full spectrum of Navy life. The mechanism for implementing such changes often, although by no means invariably, took the form of a "Z-Gram"---a special directive issued by the CNO reflecting his concept of modernization for the Navy.

In December 1971, the Naval Personnel Research and Development Laboratory (NPRDL) published results of a Navywide study (Wilcove, 1971) dealing with the impact of such changes. A majority of the enlisted men believed improvement had occurred in regulations, leave and liberty privileges, personal services, living and housing conditions, and family services. A majority of the officers reported improvement in regulations, leave and liberty privileges, personal services, family services, equal rights opportunities, and retention programs.

The present follow-up study was designed to assess, in more depth, the impact of policy changes on junior enlisted and junior officer personnel.

#### D. Theoretical Rationale for the Study

Need satisfaction served as the central theoretical concept in the study. This approach followed directly from the initial motivation for convening the RSG panels. In addition, the concept of need satisfaction was consonant with the goals of the "people programs" which formed an integral part of the CNO's overall effort. These goals, outlined in Z-Gram 93, underscored the Navy's desire:

"... to instill at all levels an attitude which clearly recognizes the dignity and worth of each individual and creates an environment in which every officer and enlisted man will be treated with respect and accorded the trust, confidence, and recognition each human wants and deserves."

#### E. Model

The need satisfaction theoretical model developed by Alderfer (1966) was chosen as a basis for the research.

This model identifies Existence, Relatedness, and Growth (E.R.G.) as the most important types of human needs within organizations. Fringe benefits and pay represent the primary vehicles for the satisfaction of existence needs. The quality of relationships with significant others--peers and supervisors--determines the satisfaction of relatedness needs. Whether one's job allows a person to act creatively and productively determines the satisfaction of growth needs. Alderfer also specified a secondary interpersonal need which is composed of the need for status and the need to belong.

Alderfer offers the E.R.G. model as an alternative to Maslow's need hierarchy model which has received little empirical support (Hall & Nougaim, 1968). Unlike Maslow's model, it does not assume that lower order needs must be satisfied in order for higher order needs to emerge. Furthermore, it postulates a frustration-regression mechanism concerning "...the tendency of persons to desire more concrete ends as a consequence of being unable to obtain more differentiated, less concrete ends. Thus a person is thought to desire existence needs when relatedness needs are not satisfied because he is using them as an easier, more concrete way of establishing his connectedness with other people (Alderfer, 1969, p. 151)."

#### F. Research Based on the E.R.G. Model

Alderfer (1967) tested his theoretical model empirically. Approximately 300 employees of a manufacturing organization completed a questionnaire composed of E.R.G. items and their responses were factor analyzed. Results upheld the original need structure and provided support for its reliability and validity.

Alderfer (1969) delineated competing hypotheses among his theory, Maslow's need hierarchy theory, and a simple frustration concept. All hypotheses concerned the problem of relating need satisfaction to strength of desires, including questions such as: When a person obtains a degree of need satisfaction, does his desire for more satisfaction increase or decrease? If he is frustrated, does his desire increase or do other needs become more salient? Questionnaire responses from 110 bank employees from several job levels tended to support E.R.G. theory more often than it did the other theories.

A third study (Alderfer, Kaplan, & Smith, 1972) departed from the "paper and pencil" approach of previous studies to observe human behavior directly. Middle and upper level managers of a national chemical corporation participated in a laboratory experiment designed to simulate everyday work relationships. The manner in which employees interacted under varying experimental conditions was used to test hypotheses on relatedness needs. A curvilinear relation was found between relatedness satisfaction and the strength of relatedness desires, i.e., both high and low levels of satisfaction were associated with a strong desire for more satisfaction. Overall, the results were consistent with the previous field studies. This fact, coupled with the successful use of experimental manipulations to produce relatedness satisfaction, demonstrated the value of laboratory methods for investigating human needs within organizational settings.

#### G. Usefulness of E.R.G. Theory for Solving Organizational Problems

Although more studies are necessary to further develop the explanatory power of E.R.G. theory, the usefulness of the theory for solving organizational problems is already evident. One function of the theory is described by Alderfer (1972) as follows:

"One practical value is the ability to diagnose motivational problems which are related to human needs. The theory [has] proposed an exhaustive list of human needs. This itself can serve as a check list for anyone wishing systematically to think through the motivational issues involved in any action he might take."  
(p. 164)

The theory could also "clarify the consequences of managerial styles" according to Alderfer (1972). For example, the theory predicts that as relatedness needs become frustrated, existence needs become more important. In practical terms, if a manager kept relatedness satisfaction at a low level, he would then be better able to control individuals through external rewards such as promotions.

On the other hand, the theory also predicts that as relatedness needs are satisfied, growth needs become more salient. A manager, within this framework, would try to satisfy a person's relatedness needs with the expectation that the person would then motivate himself because of his desire to grow.

Both assumptions--that an individual needs to be motivated with external rewards and that he can serve as his own source of motivation--are part of other theories of management (McGregor, 1960). E.R.G. theory offers one approach for understanding the practical consequences of those theories and thus a possible basis for choosing between them.

#### H. The Role of the E.R.G. Model in Meeting Present Research Objectives

The research questions in the present study, alluded to previously, can be stated more formally as:

1. Are junior enlisted personnel aware of appreciable improvements in their lives during the last year and do such perceptions vary by enlistment status? Do junior officer personnel perceive improvements in their lives?

2. Are improvements in the lives of Navy junior personnel related to the "Z-Gram" policies implemented by Admiral Elmo Zumwalt, Jr., the Chief of Naval Operations?

3. Conceiving of Navy life as multifaceted, how satisfied are junior enlisted and officer personnel with each of its aspects?

4. What aspects of Navy life still require substantial improvement for junior enlisted personnel and do such aspects vary by enlistment status? Which aspects still need to be improved for junior officer personnel?

5. Is satisfaction with certain aspects of Navy life more related than others to overall satisfaction and/or current service plans?

These issues are determined primarily by topics of interest to Navy managers and, as such, are guided by practical considerations. The line of reasoning relating them can be formulated as follows: Have improvements occurred in the Navy and, if they have, are they associated

with "Z-Gram" policies? If improvements have occurred in the Navy, are personnel currently satisfied with Navy life and, if not, in which areas? Will improvements in these deficit areas lead to greater overall satisfaction and/or stronger reenlistment intentions?

The E.R.G. model provides one system of empirically demonstrated concepts for investigating the research questions. Using these concepts, the first research question becomes: Have personnel experienced improvements in those aspects of Navy life relating to the fulfillment of existence needs? Or, have personnel experienced improvements in those aspects of Navy life regarding satisfaction of relatedness needs? The model in this sense becomes a classification tool: aspects of Navy life are classified in terms of the needs they fulfill. Since the model's concepts have specific meaning within human psychology, the manager is also better able to understand the individual and program future changes accordingly.

The report is organized into an enlisted and an officer section. Each is introduced by the research method utilized for collecting need satisfaction data, followed, in turn, by a presentation of study results.

SECTION I. NEED SATISFACTION AND PERCEPTIONS OF  
IMPROVEMENT IN NAVY LIFE AMONG JUNIOR  
ENLISTED PERSONNEL

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## APPROACH

### A. Measurement Instrument

A questionnaire approach to the data collection was used because of its demonstrated value in previous need satisfaction research (Alderfer, 1967). Alderfer's research served as a primary source of items. Generated in accordance with his model, his items covered: (a) existence needs (both pay and fringe benefits), (b) relatedness needs (respect from one's superiors and peers), (c) growth needs, and (d) interpersonal needs (composed of the need for status and the need to belong).

### B. Description of Questionnaire Used in the Present Study

Five types of items were utilized in the study to provide data: (a) need satisfaction items, (b) improvement items, (c) impact of "Z-Gram" items, (d) criterion items, and (e) a commanding officer (CO) extent of "Z-Gram" support item. New items were incorporated into the questionnaire along with the items developed originally by Alderfer. Each can be described as follows.

Referring to Table 1, 46 need satisfaction items were developed on an a priori basis to assess the present level of need satisfaction among junior enlisted men. A new relatedness dimension, respect from the organization, was included to assess the degree of respect the men received from all their superiors. Alderfer had restricted his model to respect from one's supervisor. An incomplete sentences blank (ISB) technique was employed to elicit material for the new organizational respect items. In this projective technique, a stem such as "If I could tell my superiors to change one thing in the way they treat me, it would be that ..." is presented to an individual on paper and he is asked to complete the phrase by writing down his first reaction to it. Such a procedure is intended to detect the most relevant association which an individual has to that topic area. The stems used in this technique were generated by the researcher in accordance with his conception of what would elicit important feelings of men on such topics. A group of men (n=12) in their first or second enlistment was administered this instrument. Thirteen items were subsequently selected for use in the questionnaire, including: "Although a person is above me in rank, there are still occasions when he treats me as an

equal," and "I am treated as unintelligent by those above me in rank." While these latter items were clearly related to respect from superiors, the ISB also yielded other items which seemed less clearly related: "The Navy interferes with my personal life" and "When I need to, I have the opportunity to talk to my superiors about my personal problems with the military." Both items were retained in the final questionnaire since the basic issue was whether these events symbolized respect to the men themselves.

(Continued)

TABLE 1

## COMPOSITION OF NEED SATISFACTION QUESTIONNAIRE

Topic Area	Subdivisions	Number of items
A. Need Satisfaction	Existence*	<u>7</u>
	Pay	4
	Fringe Benefits	3
	Relatedness	<u>30</u>
	Respect from Supervisor	7
	Respect for Supervisor*	5
	Respect from Organization	13
	Respect from Peers	5
	Growth	<u>5</u>
	Interpersonal	<u>4</u>
	Need for Status	2
Need to belong	2	
Total Need Satisfaction		<u>46</u>
B. Perceptions of Improvement in Navy Life		<u>38</u>
C. Impact of Z-Gram Policies	Growth	2
	Existence	2
	Interpersonal	1
	Respect from Superiors	2
	Respect from Peers	1
D. Criterion Items	Overall Satisfaction	1
	Increased Satisfaction vs. Last Year	1
	Current Service Plan	1
E. Support of Z-Gram Policies by Commanding Officer		<u>1</u>
Total Number of Items		96

\*A "frequency of occurrence" set of response alternatives (happens extremely often, very often, etc.) was used for most items; it seemed a meaningful response continuum. The existence need items (e.g., my pay is comparable to a similar civilian job) and the respect for supervisor items (e.g., my supervisor is a worthwhile person), however, were more suitable for a multiple response alternative agree-disagree format.

A second set of new relatedness satisfaction items was written to determine the respect each man possessed for his immediate supervisor. The items were based on the researcher's intuition and queried a man on whether his supervisor treated people fairly, whether he was an intelligent person, and whether he performed his work satisfactorily.

The E.R.G. model--expanded to include the new relatedness dimensions--is presented in Figure 1.

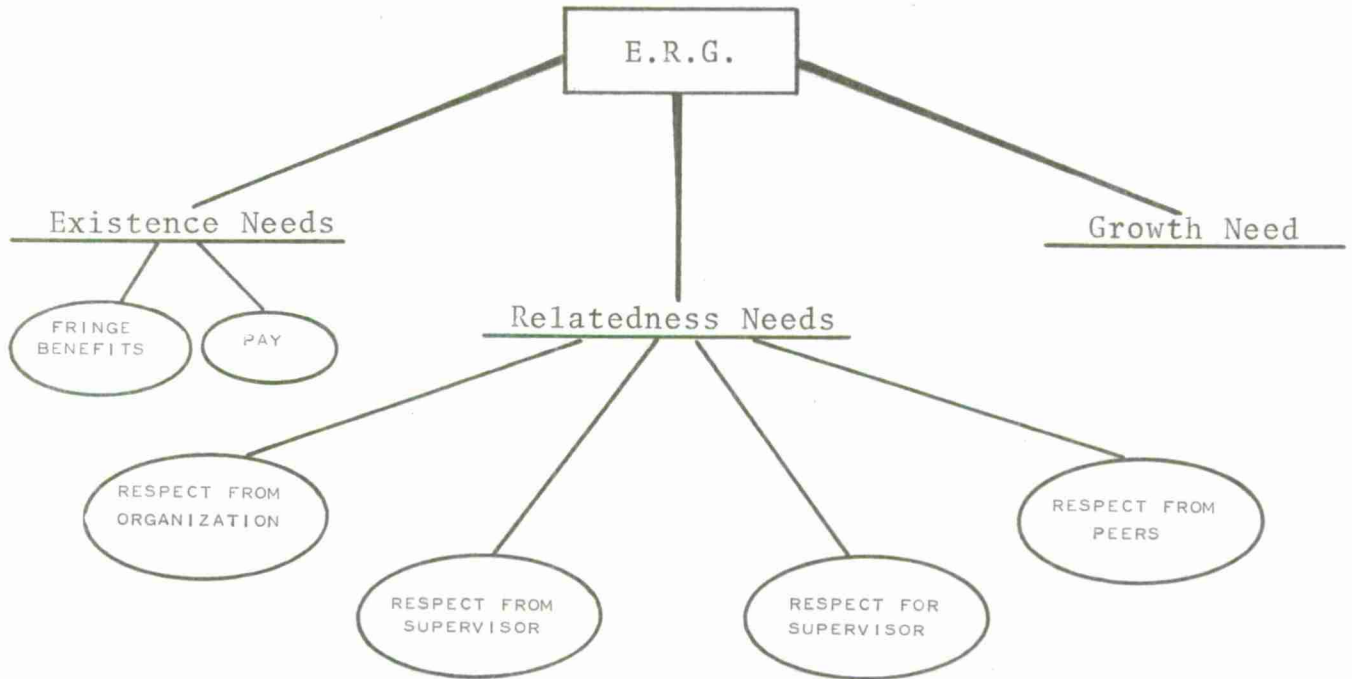


FIGURE 1--THE EXPANDED E.R.G. NEED SATISFACTION MODEL

The 38 improvement items assessed how much improvement Navymen had perceived in aspects of Navy life relating to need satisfaction. In general, the same items used to collect the satisfaction data were used to collect the improvement data. The men simply responded to an additional set of response alternatives designed to assess improvement. In one area, however,--fringe benefits--items from a previous study (Braunstein, 1971) were used. These items centered on leave and liberty privileges, living and housing conditions, personal services, and family services and therefore were more relevant to the Navy context than the general ones devised by Alderfer. Improvement data were not collected on two areas, pay and the respect of the man for his supervisor. Pay increases had not been a major policy objective of the Navy during the last year and, regarding the latter, it was not expected that global impressions of a man's intelligence, for example, would change in a year's time.

Eight "impact of Z-Gram" items were designed to elicit the opinions of men on the impact of "Z-Gram" policies on each of the need areas. An attempt was made to capture the meaning of a given area within each item. For example, the first item asked men whether the "Z-Grams" had affected the degree of respect accorded them by their superiors. The three criterion items were designed to reflect an issue of importance that Navy managers would like to be able to predict accurately or understand in depth. An additional item asked the man the degree to which he felt the commanding officer at his activity had supported the "Z-Gram" policies.

#### C. Pretesting of the Questionnaire

All items were pretested on a group (n=20) of first and second enlistees. Revisions were made in accordance with the suggestions of the men where deemed necessary. A copy of the final questionnaire may be found in the Appendix.

#### D. Sample Characteristics and Data Collection

The study focused on first and second enlistees as target groups. The future of the Navy depends on the ability of Navy managers to motivate and retain such personnel in a zero-draft environment. First and second enlistees based in Norfolk and San Diego were requested to participate by type of activity and enlistment status. The particular number of men desired was based on percentage breakdowns for the total Fleet. Individuals were requested for the study only if they had been at their present duty station for at least a year since it was felt that their responses would reflect more stable perceptions of their environment. Under these guidelines, the Navy scheduled 575 enlisted men in San Diego and 650 in Norfolk. The questionnaires were field administered with 70% of the men scheduled to participate in San Diego actually doing so, while 76% participated in Norfolk.

Analysis of length of stay data indicated that eight or more months at one's present duty station would represent a better criterion for inclusion in the study. This would maximize the number of questionnaires available for analysis

while maintaining confidence in the stability of perceptions.\* Based on this new criterion, 267 individuals were discarded leaving a final total of 630: 394 first enlistees, 236 second enlistees; 280 shore personnel, 350 sea personnel.

Overall, the men included in the study represented two carriers (ships' company and airgroups), six destroyers, and nine activities representing the submarine, amphibious, and service forces. Shore personnel represented two naval stations, four air stations, and two amphibious installations. A detailed breakdown of the participants by type of activity is presented in Appendix A.

#### E. Coding of the Item Response Alternatives

Response alternatives for the majority of items were numerically scaled. For all items except one, a high value was assigned to the response alternative representing the most favorable opinion and a low value to the alternative representing the least favorable opinion. The exception was as follows. The criterion item measuring current service plans was inadvertently reverse scored so that a high value represented low career motivation and a low value, high career motivation. Analyses and interpretations of data were adjusted to reflect this scaling error.

Some items contained response alternatives whose selection meant the respondent should be excluded from certain analyses. For the improvement and "Z-Gram" impact items, this meant individuals who believed no improvement in Navy life had been necessary. For the CO support item, this meant individuals who had no opinion on the issue. For the criterion item measuring overall improvement, individuals who believed no change had been necessary or had not occurred were discarded. Thus, the most relevant group of responses was retained.

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\*A distinction should be made here between the time frame developed for analyzing purposes and the time frame presented in the questionnaire to the men. The men were asked on the questionnaire whether or not improvement had occurred during the last year. If they took the time frame literally, they would then have to generalize across their experiences at two (or more) duty stations. No individuals reported any problems along these lines.

## F. Analyses

### 1. Descriptive Analysis

Item means and standard deviations were computed to provide basic summary statistics. This information has been entered in Appendix B.

### 2. Percentage Analysis

Percentage responses for each item alternative were also computed to supply data that might be obscured by measures of central tendency such as means. This information has been entered in Appendix A.

### 3. Bivariate Correlational Analysis

Correlations were developed between the CO support item and each of the "Z-Gram" impact items to gauge the extent of association. A similar analysis was developed between the CO support item and each of the improvement items and an average correlation computed by need area. A third analysis separately correlated each need area with overall satisfaction and current service plans. A mean was computed by individual for a given need area and the means of all individuals correlated with the criterion items (see Table 1 for a listing of these).

### 4. Regression Analysis

Multiple linear regression analyses were developed using need categories as predictors and current service plans or overall satisfaction items as criteria. A "stepwise" procedure was used to determine the optimal set of variables accounting for each of the criteria items. Mean need scores for each individual were entered in the predictor vector. A multiple regression analysis also was run using the improvement items comprising a particular need as predictors and the related impact item as the criterion. In general, regression analysis was used here simply to determine the overall extent of association among the variables without being concerned with the contribution of individual item predictors. The rationale for not simply relying on the impact items to assess the role of "Z-Gram" policies was based on psychometric reliability; very few impact items were provided per need area. However, if men said that the "Z-Grams" had played a large role in improving Navy life, and their answers corresponded to

the ones given to the many improvement items which were provided, then conclusions concerning the "Z-Grams" seemed more credible.

## 5. Factor Analysis

All the dimensions of the expanded E.R.G. model were retained on a conceptual basis in all analyses. As an empirical check, however, on the "uniqueness" of each dimension, a factor analysis was performed on the need satisfaction items. A principal factor analysis was used. Obtained factors were orthogonally rotated according to a varimax criterion. Squared multiple correlation coefficients were placed in the diagonals of the correlation matrix to serve as communality estimates. All factors with eigenvalues greater than .95 were rotated by the varimax procedure. A factor loading of +.40 for any item was chosen as representing a meaningful correlation with an underlying dimension (i.e., a given dimension of the hypothesized need structure).

## G. Practical Significance

With the large sample size in the study, statistical significance might simply mean that a small but consistent difference, or a low but consistent relation, was found. While important in theoretical studies, such findings have little practical significance. Three analytic tools were therefore used to determine the extent of practical significance: an interval technique, a net improvement index, and the proportion of shared variation concept.

### 1. Interval Technique

An interval of +.5 units was established around the coded response of an item representing the midpoint on the response continuum. Means falling at the end points of this interval, or beyond the item mean range, were considered significant. A mean of 2.5 or more, by definition, indicated appreciable improvement for the fringe benefit items, while a mean of 3.5 or above was significant for all other improvement items. A mean of 3.5 was deemed of practical significance for all the satisfaction items.

## 2. Net Improvement Index

Improvement item means were calculated only for individuals who felt life had needed to be improved. Significant means were identified through the interval technique. The percentage of individuals who felt life had worsened (slightly or greatly) was then subtracted from the percentage of individuals who felt life had improved (some or a lot) to yield the net improvement index. This index, along with the interval technique from which it was developed, provided a basis for practically evaluating deviations from the status quo (i.e., no change).

## 3. Proportion of Shared Variation

All correlations were squared to determine the proportion of shared variation accounted for between the variables, i.e., how much of the obtained relationship between variables was actually accounted for by the predictor variables. This procedure provided a practical, useful tool for evaluating the degree of relationship between variables.

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## RESULTS

### A. Empirical Structure of the Expanded E.R.G. Model

Before pursuing the primary goals of the study, a principal factor analysis was performed to check the stability and validity of Alderfer's model in a military setting. Results supported both Alderfer's original need structure (1967) and the utility of the new relatedness dimensions. An Existence need, composed of two factors, emerged: one for pay<sup>1</sup> and one for fringe benefits. The first factor had an average loading of .57 and the second, .55. The Growth factor emerged virtually intact: four of the five items included in the questionnaire loaded on the same factor with an average loading of .51. The Respect from Organization factor incorporated nine of the original 13 items with an average loading of .61. Items representing Respect from Supervisor (Alderfer's concept) and Respect for Supervisor (new dimension) loaded on the same factor, relabelled Mutual Respect, although three of the original Alderfer items loaded more heavily on other factors. The average factor loading for the Mutual Respect dimension was .61. Less impressive evidence was found for the dimension identified by Alderfer as Respect from Peers. Of the five original items representing this dimension, two loaded on a factor interpreted as Negative Peer Behavior and a third on a two-item factor interpreted as Positive Peer Behavior. Two items were uninterpretable. The Interpersonal need, a secondary concept in Alderfer's scheme, did not emerge.

Complete factor analytic data regarding all the dimensions are entered in Appendix C.

### B. Perception of Improvement in Navy Life during the Last Year

One way of determining whether improvement has occurred is to examine the means for each of the need areas. If the

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<sup>1</sup>The item, "The Navy interferes with my personal life," also loaded on this factor. Because of the lack of an obvious conceptual relationship with the dimension and the differing results obtained with it and the pay items in other exploratory analyses, it was handled as a separate need area in subsequent analyses.

mean for the existence "fringe benefit" area, for example, exceeds 2.5 and the means for the other need areas exceed 3.5, then appreciable improvement in Navy life can be surmised for each of them. The mean for the Existence "fringe benefit" items was 2.49. The means for the Relatedness needs grouped by the particular need involved were: respect from one's supervisor--3.31, respect from the organization--3.36, respect from one's peers--3.44, social receptivity--3.51. The mean for the Growth need was 3.31, while the means for the two Interpersonal needs, the need to belong and the need for status, were 3.75 and 3.28, respectively.

Two of the means equalled or exceeded the cutoffs which were established for determining appreciable improvement: the one for social receptivity of a man's superiors and the need to belong. Two others, fringe benefits and respect from one's peers, barely missed the cutoff. If one looks at the individual aspects of Navy life within each need area, one finds that 13 of the 38 which were assessed are significantly improved. Table 2 presents these aspects together with net improvement percentages by junior enlistee grouping.

Analyzing the data by enlistment status does not appreciably alter the results. Both groups perceive improvements in the same aspects of Navy life with the possible exception of three items: being treated as a worthwhile individual, receiving worthwhile personal services, and being able to make important decisions. The means (3.4) for the first enlistees are slightly below the cutoff level. However, if one compares the groups directly with each other instead of with a common "mean" standard, noteworthy differences in the net improvement indices exist (see Table 2). All of these group differences (on the seven items in which they appear) are in the same direction, i.e., second enlistees perceived greater improvement in these aspects of Navy life than did first enlistees.

While a variety of improvements have been noted by both first and second enlistees, one aspect of Navy life is perceived, at least by first enlistees, as having worsened. On the item: "The Navy interferes with my personal life," a mean of 2.52 was obtained as well as a net improvement percentage of -24%. Specific examples and the nature of such "interference" are discussed in more detail later.

TABLE 2

PERCEPTIONS OF IMPROVEMENT IN EACH NEED AREA BY TYPE OF JUNIOR ENLISTED PERSONNEL

NEED FACTOR	ITEM	NET IMPROVEMENT INDEX (NII)		NII* (SECOND EN- LISTEES)
		(FIRST/SECOND ENLISTEES, COMBINED)	(FIRST EN- LISTEES)	
EXISTENCE	LEAVE AND LIBERTY PRIVILEGES	57%	50%	67%
	PERSONAL SERVICES (E.G., LENGTHENING OF COMMISSARY HOURS, ACCEPTANCE OF PERSONAL CHECK BY EXCHANGES)	52%	43%	65%
RELATEDNESS				
RESPECT FROM ORGANIZATION	THOSE ABOVE ME TREAT ME WITH COMMON COURTESY	50%	--	--
	INDIVIDUALS ABOVE ME IN GRADE RESPECT ME AS A PERSON	45%	41%	52%
	ALTHOUGH A PERSON IS ABOVE ME IN RANK THERE ARE STILL OCCASIONS WHEN HE TREATS ME AS AN EQUAL	42%	--	--
RESPECT FROM PEERS	INDIVIDUALS ABOVE ME IN RANK CONVEY THE FEELING THAT I AM WORTHWHILE	39%	31%	50%
	THE PEOPLE I WORK WITH ARE UNWILLING TO GIVE ME A HAND WHEN I NEED IT	43%	--	--
	I CAN SPEAK MY MIND TO THE MEN I WORK WITH	41%	--	--

\* PERCENTAGES WERE ENTERED FOR THESE COMPARISON GROUPS ONLY WHEN A NET DIFFERENCE OF AT LEAST 10% POINTS WAS OBTAINED.

TABLE 2 (CONT.)

PERCEPTIONS OF IMPROVEMENT IN EACH NEED AREA BY TYPE OF JUNIOR ENLISTED PERSONNEL

NEED FACTOR RELATEDNESS (CONT)	ITEM	NET IMPROVEMENT INDEX (NII)	
		(FIRST/SECOND ENLISTEES, COMBINED)	(FIRST EN- LISTEES) (SECOND EN- LISTEES)
SOCIAL RECEPTIVITY	I HAVE THE OPPORTUNITY TO TALK TO MY IMMEDIATE SUPERVISOR ABOUT MY JOB WHEN I WANT TO	43%	38%
	WHEN I NEED TO, I HAVE THE OPPORTUNITY TO TALK MAN-TO-MAN WITH SOMEONE ABOVE ME IN RANK	38%	--
GROWTH	I MAKE ONE OR MORE DECISIONS EVERYDAY WHICH I FEEL ARE IMPORTANT	40%	34%
INTERPERSONAL	I HAVE THE OPPORTUNITY IN MY JOB TO HELP THE PEOPLE I WORK WITH	56%	49%
	I HAVE THE OPPORTUNITY TO DEVELOP CLOSE FRIENDSHIPS	54%	--

\* PERCENTAGES WERE ENTERED FOR THESE COMPARISON GROUPS ONLY WHEN A NET DIFFERENCE OF AT LEAST 10% POINTS WAS FOUND.

C. Role of "Z-Grams" Policies in Producing Greater Satisfaction with Navy Life

One approach to determining whether "Z-Gram" policies were responsible for the specific improvements noted by the men would be simply to directly ask them. Since it was not possible to predict in advance where improvements would be experienced, this option was not available. However, men were asked the degree to which "Z-Gram" policies had produced a favorable impact on each of the need areas as a whole. Such answers, in theory, should be correlated with the men's answers to the improvement items. For example, if men perceived "Z-Gram" policies as having a great influence in increasing the respect accorded them by their superiors and such answers correlated with the amount of improvement they actually reported in this area, then the positive influence of "Z-Gram" policies would be indicated.

Table 3 presents multiple correlations between each impact item and its corresponding set of improvement items. Four of the six obtained values are in the middle or upper .30's, however, the largest of these accounts for only .15 of the proportion of shared variation.

(CONTINUED)

TABLE 3

MULTIPLE CORRELATIONS BY NEED AREA BETWEEN IMPACT ITEMS AND CORRESPONDING IMPROVEMENT ITEMS FOR JUNIOR ENLISTED PERSONNEL

Impact Items by Need Area	Multiple R	Proportion of Shared Variation
EXISTENCE		
Improving assistance on practical problems	.21	.04
Improving food, living conditions, and facilities	.36	.13
RELATEDNESS		
Decreasing lack of sensitivity by peers to feelings	.26	.07
Increasing respect from superiors	.34 (respect from supervisor)	.12
Increasing respect from superiors	.39 (respect from organization)	.15
GROWTH		
Providing opportunity to grow on job	.39	.15

Note: Individuals were excluded from any particular analysis if they indicated for the impact item that no improvement had been necessary. All individuals who felt no improvement had been necessary for the improvement items were treated as equivalent to individuals who had noticed no change during the year. Only those impact items most logically related to the major E.R.G. needs were included.

It is possible that the opinions of the men on the impact of "Z-Gram" policies are influenced by whether or not their commanding officer supported these policies. Opinions in these two areas were therefore correlated; results are shown in Table 4. The amount of shared variation accounted for in all cases is small (6% or less) thus arguing against this type of intervening factor being present.

While CO support is not related to the impact items representing each need area, it may be related to the improvement items themselves. That is, the extent to which the commanding officer is perceived as supporting "Z-Gram" policies may be related to the extent to which life is perceived as improving by need area. The average amount of shared variation which is accounted for in each area contradicts this hypothesis also as shown in Table 5. A correlation (.12) between the CO support item and the criterion item measuring overall improvement during the last year produces similar results.

The most positive support for "Z-Gram" policies is provided by simply examining the percentage responses to the impact items. In particular, fifty-one percent of the men perceived these policies as having a moderate or great influence on improving aspects of their life related to Existence; namely, food, living conditions, and facilities. On all other items, however, results were comparable to the previous analyses: 60% or more of the men attributed no, or only a slight, influence to "Z-Gram" policies (see Table 6).

#### D. Present Level of Need Satisfaction

The data provided thus far show that Navymen have noticed appreciable improvements in a variety of aspects of their lives relating to E.R.G. needs. However, "Z-Gram" policies tend not to be seen by the men as responsible for the overall improvement experienced in any given need area. Regardless of the agent of change, the question still remains regarding the overall status of need satisfaction among the men, given the improvements they have noted. Tables 7 and 8 provide individual means for the satisfaction items together with overall means by need area for the total respondent group. Practically significant sources of satisfaction are indicated within each area by a plus (+) for items whose means are 3.5 or more; sources of dissatisfaction by a minus (-) for items whose means are 2.5 or less; borderline

TABLE 4

PERCEPTION OF "Z-GRAM" IMPACT BY NEED AREA  
CORRELATED WITH CO SUPPORT ITEM

Impact Items by Need Area	Correlations with CO Support Item	Proportion of Shared Variation
EXISTENCE		
Improving unsatisfactory food, living conditions and facilities	.24	.06
Improving Navy assistance on practical problems in my life	.22	.05
RELATEDNESS		
Increasing amount of respect from superiors	.25	.06
Encouraging superiors to carry on conversation unrelated to work	.19	.04
Decreasing extent to which feelings overlooked by people I work with	.14	.02
GROWTH		
Providing more of an opportunity to grow on my job	.21	.04

Note: Individuals who had no opinion on whether their CO supported "Z-Grams" were excluded for all analyses, while individuals were excluded from any particular analysis if they felt no improvement had been necessary. Only those impact items which were most logically related to the major E.R.G. needs were included.

TABLE 5

MEN'S PERCEPTIONS OF IMPROVEMENT BY NEED AREA  
CORRELATED WITH PERCEIVED CO SUPPORT

Need Area	Average Correlations with CO Support Item	Proportion of Shared Variation
EXISTENCE (4 items)	.20	.04
RELATEDNESS		
Respect from Organization (11 items)	.22	.05
Respect from Supervisor (6 items)	.21	.04
Social Receptivity of Superiors (3 items)	.21	.04
Respect from Peers (5 items)	.17	.03
GROWTH (5 items)	.19	.04
INTERPERSONAL		
Need to Belong (2 items)	.19	.04
Need for Status (2 items)	.16	.03
PERSONAL FREEDOM (1 item)	.32	.10

Note: Individuals who had no opinion on whether their CO supported "Z-Grams" are excluded from all analyses. All individuals who felt no improvement had been necessary for the improvement items were treated in the analysis as equivalent to individuals who noticed no change during the year.

TABLE 6

MEN'S OPINIONS BY NEED AREA ON IMPACT OF "Z-GRAMS"  
IN INCREASING SATISFACTION WITH NAVY LIFE

Impact Items by Need Area	IMPACT OF "Z-GRAMS"		
	Moderate or Great Influence	Slight or No Influence	No Improvement Was Necessary
<b>EXISTENCE</b>			
Improving unsatisfactory food, living conditions and facilities	51%	47%	2%
Improving Navy assistance on practical problems in my life	26%	65%	9%
<b>RELATEDNESS</b>			
Increasing amount of respect from superiors	24%	68%	8%
Encouraging superiors to carry on conversation unrelated to work	23%	60%	17%
Decreasing extent to which feelings overlooked by people I work with	21%	63%	16%
<b>GROWTH</b>			
Providing more opportunity to grow on my job	22%	71%	7%

Note: Only those impact items most logically related to the major E.R.G. needs were included in the analyses.

sources of satisfaction by a (b+) for items whose means are 3.4 and borderline sources of dissatisfaction by a (b-) for items whose means are 2.6.

Two positive areas of satisfaction stand out. Navymen, in response to questions about the general worth of their supervisor, express positive feelings on all five of the issues examined (overall mean = 3.74). In addition to this Relatedness need, the men are pleased with their relationships with the men they work in four of the five ways examined (overall mean = 3.61). The only source of dissatisfaction derives from the unwillingness of their peers to "stick out their necks for me." An item profile of the Respect from Organization factor shows that of the ten issues presented, men express positive feelings on four of them, while their feelings are just at the mean cutoff level on two others (overall mean = 3.33).

One aspect of the Existence need, pay, stands out as a source of dissatisfaction (overall mean = 2.53). Pay is seen as too low for the work they do, as not providing enough to live comfortably, and as lower than similar work in the civilian economy. (Fringe benefits, the other aspect of Existence need satisfaction, fares less badly: men feel necessary areas are covered, but there is still room for improvement in their overall attractiveness and in the amount of security they provide for the men in their lives, overall mean = 3.28). In a similar vein, the opportunity to grow in one's work is cited by the men as an area which does not supply any appreciable feeling of satisfaction (overall mean = 2.82). Their work is repetitious and their feeling regarding other aspects is, at best, neutral in tone.

Feelings regarding the status they are accorded in the Navy are mixed (overall = 3.05). On one hand, the men believe their jobs are not regarded as unimportant by others; on the other hand, they believe their jobs fail to provide them with very many privileges.

Analyzing the results by enlistment status shows that first enlistees are less satisfied, at least on particular aspects of Navy life, than are second enlistees. These aspects, along with item means and the need area represented are presented in Table 9. Complete data are presented in Appendix D.

TABLE 7

RELATEDNESS SATISFACTION WITH NAVY LIFE AS REPORTED BY JUNIOR ENLISTED PERSONNEL: A MEAN ANALYSIS

Need Area	Item	Item Mean	Group* Opinion	Interpretation** of Mean
Respect from Supervisor	He discourages suggestions	4.26	I	+
	He stands up for me	3.19		
	He plays people against one another	4.07	I	+
	He suggests ways to improve	2.53	I	-
	He ignores good work	3.34		
	He is uncompromising	<u>2.79</u>		
	OVERALL MEAN:	3.36		
Respect from organization (from Supervisors generally)	They disregard my opinions informally	3.65	I	+
	They are courteous	3.42	F	b+
	They respect me as person	3.41	F	b+
	They treat me as unintelligent	3.89	I	+
	They treat me as an equal	3.02		
	They exhibit low opinion of me	4.11	I	+

TABLE 7 (Continued)

Need Area	Item	Item Mean	Group* Opinion	Interpretation** of Mean
Respect from organization (from supervisors generally) (Continued)	They feel I am worthwhile	3.03		
	They feel my opinions are important	2.67		
	They feel my wishes are unimportant	3.67	I	+
	They admit mistakes	<u>2.41</u>	I	-
	OVERALL MEAN:	3.33		
Supervisor's Worth	He treats people unfairly	3.74	D	+
	He is intelligent	3.64	A	+
	He performs unsatisfactorily on job	3.70	D	+
	He stands up for his beliefs	3.95	A	+
	He is a worthwhile person	<u>3.67</u>	A	+
	OVERALL MEAN:	3.74		

TABLE 7 (Continued)

Need Area	Item	Item Mean	Group* Opinion	Interpretation** of Mean
Respect from Peers	They won't give me help	4.10	I	+
	They are uncooperative	4.09	I	+
	They discourage opinions	3.76	I	+
	They stick out necks for me	2.38	I	-
	They listen to my opinions	3.74	F	+
	OVERALL MEAN:	3.61		
Social Receptivity	Chance to discuss job with supervisor	3.97	F	+
	Chance to talk man-to-man with superiors	3.29		
	Chance to discuss personal problems with military	2.75		
	OVERALL MEAN:	3.34		

\*For items in the supervisor's worth need area, the following coding of group consensus was utilized:

A = Men agreed, D = men disagreed, Blank = men were neutral. For all other items, response coding was F = happens frequently, I = happens infrequently, Blank = happens sometimes.

\*\*Mean scores were descriptively categorized as follows:

+ = Satisfaction; - = Dissatisfaction; b+ = borderline satisfaction; b- = borderline dissatisfaction; blank = neutrality.

TABLE 8

SATISFACTION OF EXISTENCE, GROWTH, INTERPERSONAL,  
AND PERSONAL FREEDOM NEEDS:  
AN ITEM MEAN ANALYSIS FOR ENLISTED PERSONNEL

Need Area	Item	Item Mean	Group Opinion	Interpretation of Mean
Existence Needs	Pay Items*			
	Pay too low	2.36	A	-
	Can live comfortably	2.49	D	-
	Pay lower than civilian job	2.13	A	-
	Adequate for basic needs	<u>3.16</u>		
	OVERALL MEAN:	2.53		
Growth Needs	Fringe Benefits Items*			
	F.B.'s cover necessary areas	3.52	A	+
	F.B.'s are attractive	3.25		
	F.B.'s lack security	<u>3.06</u>		
	OVERALL MEAN:	3.28		
	Make important decisions	2.80		
	Do repetitious work	2.20	F	-
Use many abilities	2.71			
Do unchallenging work	3.22			
Use few of my skills	<u>3.18</u>			
	OVERALL MEAN:	2.82		

TABLE 8 (Continued)

Need Area	Item	Item Mean	Group Opinion	Interpretation of Mean
Personal Freedom	Navy interferes with personal life	2.73		
Interpersonal Needs	STATUS Job is regarded as unimportant	3.54	I	+
	Job provides privileges	<u>2.55</u>	I	-
	OVERALL MEAN:	3.05		
	Belonging			
	Chance for friendships	3.37		
	Chance to help co-workers	<u>3.55</u>	F	+
	OVERALL MEAN:	3.46		

\*For these items, the following coding was utilized:

A = men agreed  
 D = men disagreed  
 Blank = men were neutral

+ = satisfaction  
 - = dissatisfaction  
 b+ = borderline satisfaction  
 b- = borderline dissatisfaction  
 Blank = neutrality

For all other items, the following coding was utilized:

F = happens frequently  
 I = happens infrequently  
 Blank = happens sometimes

E. The Relation of Individual Need Areas to Overall Satisfaction and Current Service Plans

A number of additional analyses were conducted to determine the degree of association between individual areas of satisfaction and a man's overall reaction to the Navy. Supporting tables are included in Appendix E. The first analysis correlated need satisfaction for each of the areas with overall satisfaction. The need for freedom in one's personal life accounted for 38% of the shared variation ( $r = .62$ ) with overall satisfaction with Navy life. Pay, which had the second highest correlation ( $r = .44$ ), accounted for only half as much of the shared variation (19%). In the second analysis, satisfaction with each need area was correlated with current service plans. Again, freedom in one's personal life correlated the highest ( $r = .42$ ) and accounted for the greatest shared variation (18%). Growth, the second most important area by comparison, correlated less ( $r = .24$ ) and accounted for one-third the amount of shared variation (6%).

The third analysis developed a stepwise multiple linear regression between each need area and overall satisfaction with Navy life. Freedom in one's personal life was the single best predictor of overall satisfaction accounting for 38% of shared variation. Using all the need areas as predictors added only 14% more to the total shared variation. The fourth analysis developed a stepwise multiple linear regression between each need area and current service plans. Again, freedom in one's personal life accounted for the greatest shared variation (18%,  $r = .43$ ), while inclusion of all need areas added little more (4%) to the total shared amount.

(CONTINUED)

TABLE 9

DIFFERENCE IN NEED SATISFACTION  
BETWEEN FIRST AND SECOND  
ENLISTEES BY NEED AREA

Need Area	First Enlistees Mean*	Second Enlistees Mean
EXISTENCE		
Fringe Benefits		
Attractiveness of program	3.08	3.51 (+)
RELATEDNESS		
Respect from Organization		
Respected as person	3.36	3.52 (+)
Treated courteously	3.29	3.57 (+)
Opinions are respected	2.56 (b-)	2.83
Respect from Supervisor		
Good work recognized	3.23	3.51 (+)
GROWTH		
Work is challenging	3.05	3.50 (+)
Opportunity to use wide range of skills	2.55 (b-)	2.98
INTERPERSONAL		
Status		
Job provides privileges	2.45 (-)	2.73
PERSONAL FREEDOM		
Navy does not interfere with personal life	2.33 (-)	3.39

NOTE: Differences were considered significant if one enlisted group evidenced significant (borderline) satisfaction or (borderline) dissatisfaction and the other did not. The following coding was utilized:

(+) = Satisfaction  
 (-) = Dissatisfaction  
 (b+) = borderline satisfaction  
 (b-) = borderline dissatisfaction  
 Blank = neutral in feeling

## DISCUSSION

Results show that junior enlisted personnel have become more satisfied with Navy life during the last year with regard to the Need to Belong and the Need to have Socially Receptive Superiors. In addition, there is evidence to suggest that their Existence Need has been better fulfilled by improvements in fringe benefits and that they are receiving more respect from their peers. These psychological improvements may simply reflect general improvements in the Navy as a system. Since they come at a time when the programs of Admiral Elmo Zumwalt, Jr., were being implemented on a wide scale, they may also reflect his efforts.

Trying to demonstrate the latter empirically rather than by circumstantial inference is a difficult problem, however. Enlisted men do not perceive a direct relationship between most of the needs measured in the study and "Z-Grams." In addition, low correlations were found between the impact items and the improvement items. The one need men perceive as being affected by "Z-Grams," however,--existence needs--provides a clue to understanding both sets of results. The satisfaction of existence needs are dependent on tangible external rewards: food, living and housing conditions, facilities, personal services, family services, and goods. Enlisted men consequently can very easily perceive a relationship between the concrete nature of the changes in their lives and the concrete nature of the "Z-Grams" directed toward existence needs. However, the other needs measured in the study--respect from one's peers, respect from one's superiors, and an increase in the feeling of status--are psychologically more abstract and not easily perceived as, or for that matter statistically, related in this study to the "Z-Gram" policies.

A third analysis, however, also points to a relatively small role played by the "Z-Grams." Low correlations were obtained between a man's belief that his commanding officer had supported "Z-Grams" and his feelings of improvement. This analysis was predicated on the belief that if a man felt "Z-Grams" had been supported and he also felt, for example, more important as an individual, he would not have to perceive a relation between the two, only give responses that correlated highly. Once again, however, results are open to interpretation. A commanding officer

may have supported "Z-Grams"--housing may be improved, men may be able to wear their hair longer, educational opportunities may have improved--and be perceived as doing so, but this may have little relationship to whether particular supervisors have followed the spirit of the "Z-Grams" in general regarding respect, dignity, and recognition for the individual. There is also a precision of measurement problem. The CO support item is general in scope while the need categories measure specific areas. This problem is compounded, in turn, by the "construct" nature of the needs themselves. They represent subjective realities rather than directly observable behavioral phenomena.

Beyond these speculations, hard data exist from other studies which suggest present improvements are due to the "Z-Grams." Analysis of data collected by Wilcove in September 1972, showed that 62% of first enlistees (n = 611) and 73% of second enlistees (n = 807) believed that "Z-Grams" were responsible for improvements in Navy life during the last year or two. Furthermore, analysis of Navywide data collected by Katz at an earlier time (September 1971) when "Z-Grams" were being issued and promoted vigorously, showed that 85% (n = 2384) of the enlisted men felt that "Z-Grams" dealt with things that bothered them very much.

Regardless of the agent of change, men perceived a variety of improvements as noted. However, one aspect of life was perceived by first enlistees as worsening. In response to the statement: "The Navy interferes with my personal life," 43% of the first enlistees felt life had gotten worse, while only 20% believed the situation had improved. Fifty-six percent of them reported that this still occurs very often or extremely often. (Second enlistees, on the other hand, report this occurrence only 23% of the time). To gain some deeper insights into this issue, a small sample (n = 10) of junior enlisted personnel in the Washington, D. C. area were asked to respond anonymously to this same question and give a written explanation for their answers. Their responses indicate that invasion of privacy by the Navy is not the issue at stake, but rather the effect that Navy life has on their personal life. They supplied examples such as (a) the hostility and alienation they experience from civilians while on leave (cited frequently), (b) low pay which makes it difficult to obtain satisfactory housing in the civilian economy, (c) low pay which affects married life--dental care for wives is not covered by Navy allowances, wives must work to maintain an acceptable standard of living, (d) interruption

of promising careers as a result of military conscription, (e) the difficulty of attending school at night while trying to meet Navy responsibilities, and (f) not knowing when they will be required to work beyond regularly scheduled times so they can plan their personal life.

The importance of this problem should not be underestimated even though the data come from just one questionnaire item. Answers to this item correlate the highest of all the needs, by far, with overall satisfaction and current service plans. In addition, on a related problem, large percentages of first enlistees (47%) and second enlistees (43%) thought that they did not have enough opportunity to talk to their superiors about their personal problems with the military. These two critical situations, in combination, do not produce a healthy environment for the individual or the organization to function.

On a more encouraging note, the enlisted men as a group tend to be satisfied in six of the ten aspects of Navy life dealing with respect from their superiors (conceived in the study as respect from the organization). For example, they feel they are treated as intelligent, their wishes are respected, their opinions are respected on an informal basis and a high opinion is exhibited of them generally. These results are somewhat surprising, given the amount and type of criticism the armed forces has come under recently from students. They indeed clash with a study by Holoter et al. (1973) conducted on junior enlisted personnel in San Diego and Norfolk (in addition to Long Beach). These authors found a mean of 2.16 (changed here to be consistent with the coding scheme used in the present study) for the statement that the Navy was not interested in them as human beings and a mean of 2.39 for the statement that the Navy treated them as persons worthy of respect. (In both items, three represents a neutral response and one represents the most unfavorable response alternative provided.)

A major difference between the two studies lay in the nature of the samples. The present study sampled both shore and sea personnel, while the Holoter et. al. study surveyed predominately sea personnel. Means were thus computed by type of activity in the present study for the organizational respect items yielding favorable enlisted reactions. Results showed that, for four of the six items,

sea personnel were basically satisfied with the respect accorded them by the organization. Differences were quantitative rather than qualitative (i.e., one of degree rather than kind). The items, along with the means for the sea and shore personnel, respectively, were as follows (three represents the neutral point and five, satisfaction): My superiors disregard my opinion even when small talk is involved (3.53, 3.80); I am treated as unintelligent by those higher in rank than me (3.77, 4.04); those higher in grade exhibit a low opinion of me (4.00, 4.25); individuals above me feel my wishes and desires are unimportant (3.56, 3.81).

Two items discriminated between sea and shore personnel in terms of the practical criteria established in the study, but in neither case were sea personnel determined to have unfavorable opinions. The items, along with the means for the sea and shore personnel, respectively, were: Those above me treat me with common courtesy (3.27, 3.54); individuals above me in grade respect me as a person (3.32, 3.52).

One remaining explanation for the different results of the two studies may reside in the nature of the items themselves. The Holter et.al. study asked the men if the "Navy" treated them with respect, while the present study referred to a man's "superiors" doing so. The "Navy" is a much more abstract collective term which may invite men to project into their answers feelings of discontent in a variety of unrelated areas. The term "superiors," on the other hand, limits their answers to particular types of interpersonal experiences relating to the issue under investigation. The credibility of this explanation is reinforced, in turn, by the use of factor analysis in the present study to judge the extent of similar meaning among items.

GENERAL CONCLUSIONS/RECOMMENDATIONS  
REGARDING  
JUNIOR ENLISTED PERSONNEL

1. Navy life has improved in two major areas related to need satisfaction with tentative evidence also existing for improvement in two other areas.

2. Improvements in Navy life--with the possible exception of Existence related aspects of life--are not generally linked in the minds of the men to "Z-Gram" policies. While this perceptual association is lacking, the ubiquity of such policies, together with supportive data from other studies, suggests that "Z-Gram" policies may have had an indirect effect through the creation of a particular climate in the Navy. An alternative hypothesis suggests that the Navy as a system may have improved.

3. Current levels of satisfaction by need produce a framework for establishing a set of suggested priorities for improving Navy life for both first and second enlistees. These priorities are discussed in full under "specific conclusions/recommendations."

4. One area identified as especially important to enlisted men was the Need for Personal Freedom. This area related the highest of all needs to both overall satisfaction with the Navy and reenlistment intentions. Expanded research efforts are advised to elucidate even further the exact nature of personal freedom within the Navy context and to identify those aspects which can be feasibly remedied.

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SPECIFIC RECOMMENDATIONS  
REGARDING  
JUNIOR ENLISTED PERSONNEL

Need satisfaction data broken out by enlistment status provides a set of suggested priorities for structuring future policy actions (see page 30 and Enlisted Appendix for satisfaction data). In areas (or individual aspects) of Navy life where men are dissatisfied, a high priority should be given to improving conditions. Where men are satisfied, a low priority can be assigned--at least temporarily--while more deficient areas are remedied and where men are neutral in their feelings (neither satisfied or dissatisfied) a moderate priority rating can be established.

The following specific recommendations are offered regarding first enlistees:

1. A high priority should be given to increasing their pay. In particular, serious efforts should be extended to elevating pay to competitive civilian levels, to increasing pay to a level appropriate for a given job, and to providing more money for a more acceptable standard of living.

2. A high priority should be assigned to expanding the amount of Personal Freedom men have in their lives and to conducting further exploratory research to insure the success of policy efforts in this area.

3. Regarding the Respect men receive from their Supervisor, supervisors should concentrate more on offering constructive suggestions rather than negative criticism.

4. All individuals in a position of leadership should be willing to rectify mistakes they have made in dealing with men even if this involves outright admission of error at times. Inability of leaders to respect the opinions of first enlistees further adds to any feeling first enlistees may have that they are not respected within the organization.

5. Regarding the Need for Social Receptivity, first enlistees need more opportunity to talk to their superiors about their personal problems with the military.

6. A high priority should be given to making their work more varied while providing them with an expanded opportunity to use skills which are of interest to them.

7. More privileges should be associated with their jobs and status. While too many "unearned" privileges may curtail ambition and incentive, not enough "deserved" privileges may produce apathy.

Second enlistees warrant the same high priorities except in certain aspects of Navy life in which they express neutral feelings (i.e., they are neither satisfied or dissatisfied). These aspects, which should be given moderate priority, are as follows. Second enlistees express neutral feelings about their ability to live comfortably on Navy pay, about the degree of personal freedom they experience, about the opportunity to use a wide range of skills of interest to them, and about the amount of privileges associated with their job.

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SECTION II. NEED SATISFACTION AND PERCEPTIONS OF  
IMPROVEMENT IN NAVY LIFE AMONG JUNIOR  
OFFICER PERSONNEL

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## APPROACH

### A. Similarity of the Officer Approach to the Enlisted Approach

The conduct of the officer study was basically similar to the enlisted approach. The similarities between them can be described in terms of the following major study components:

#### 1. Measurement Instrument

A questionnaire was used to collect the data with Alderfer's items being used as the primary source for its construction.

#### 2. Type of Items

Need satisfaction items, improvement items, impact of "Z-Gram" items, criterion items, and a CO Z-Gram support item were all incorporated into the questionnaire.

#### 3. Coding of the Items

A high value was assigned to the response alternative representing the most favorable opinion and a low value to the least favorable opinion. Values between these poles were assigned accordingly.

#### 4. Analyses

Most of the same types of analyses were done in the service of investigating the same research questions.

#### 5. Practical Significance

Most of the same analytic tools were used--the interval technique, the net improvement index, and the proportion of shared variation concept--with results being evaluated on the basis of practical, not statistical significance.

#### 6. Sample Characteristics and Data Collection

A sample of "first obligor" officers was included in the study from the same activities in San Diego and Norfolk. The rationale for selecting the target group was similar to that used to select the junior enlisted personnel: first obligors need to be motivated and retained in order to assure the long range success of the Navy's mission in a zero-draft environment. Questionnaires for this sample were field administered.

## B. Ways in Which the Officer Approach Differed from the Enlisted Approach

The ways in which the officer approach differed from the enlisted approach can also be described in terms of some of the same study components:

### 1. Type of Items

No attempt was made to develop new satisfaction items concerned with respect from superiors in general, since the prestige of being an officer probably alleviates many of the interpersonal problems in this area associated with junior enlisted status. As a result, the number of need areas investigated for officers was less than for enlisted personnel.

### 2. Sample Characteristics and Data Collection

A second sample of first obligors was included in addition to the Norfolk-San Diego sample. The latter yielded a small number of individuals ( $n=283$ ), due more to the limited number of available officers than the actual rates of participation of those who were scheduled (Norfolk, 78%; San Diego, 74%). Furthermore, 102 individuals had to be subsequently dropped because they had not been at their present duty station for the criterion period of time (eight months) established for the study. As a result, a large sample of first obligors ( $n=500$ ) was randomly selected from a Navywide listing, all of whom had been at their present duty station for at least a year. Questionnaires were mailed to them and a return rate of 64% was obtained. The possibility of non-response bias being present dictated that further analyses be conducted before grouping these respondents with the Norfolk-San Diego respondents.

### 3. Analyses

To determine bias, means were computed separately for the mail and field (San Diego-Norfolk) samples on the satisfaction and improvement items. The means for the improvement items differed, at most, by a .17 and therefore were combined for those analyses designed to detect improvement. The means for the satisfaction items differed, at most by .37, and more typically by .25 or less, and therefore were also combined for analyses concerned with detecting the current status of need satisfaction among first obligors.

For bivariate and multiple correlational analyses, however, field results only were utilized because of the small number of individuals required to obtain practically significant results (i.e., an  $r^2$  that would not change appreciably with increased numbers of individuals) and because of the response similarities of the two samples.

A multiple R was not computed between the improvement items and the corresponding impact item. The low correlations which were found between individual improvement items and the impact item, together with the high correlations among the improvement items by need area, suggested that a multiple R would not be worthwhile (i.e., would not account for an appreciably larger proportion of the shared variation among variables). Average correlations between individual improvement items and the impact item were reported instead.

#### 4. Pretesting of Items

Items were pretested on a sample of first obligors (n=15) and their suggestions incorporated into the questionnaire. A copy of the final questionnaire may be found in Appendix F.

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## RESULTS

### A. Perception of Improvement During the Last Year

Means for each need area can indicate whether the areas have appreciably improved during the last year. The mean for the Existence "fringe benefit" items was 2.57. The means for the Relatedness needs grouped by the particular need involved were: respect from peers--3.35, respect from supervisor--3.37. The mean for the Growth need was 3.30, while the means for the two Interpersonal needs, the need to belong and the need for status, were 3.58 and 3.37, respectively. Item means are included in Appendix G. Two of the means equalled or exceeded the cutoff levels which were established for determining appreciable improvement: that for fringe benefits and for belonging.

Analysis of results by the individual aspects of Navy life comprising each need showed that appreciable improvement occurred in seven of the 26 aspects investigated. Table 10 presents these aspects by need area along with their respective means and net improvement percentages. Two fringe benefit items received the highest net improvement indices. A net of 62% of the officers felt more satisfied with Existence-related aspects of their lives as a result of improvements in leave and liberty privileges which included innovations such as: more leave being granted while deployed, a 30-day stay required in port after being at sea in order to permit more leave, more free time during holidays, and more overnight liberty privileges. A net of 61% of the officers also reported that their Existence needs had been more adequately met as a result of changes in the personal services they were receiving; for example, accepting of personal checks by exchanges and service clubs; lengthening of commissary hours, providing transportation from transient aircraft, and making it easier to check in and out of ships and stations.

### B. Role of "Z-Gram" Policies in Promoting Greater Satisfaction with Navy Life

A question of current interest concerns whether the improvements in Navy life noted by the officers were due to, or associated with, "Z-Gram" policies. Ideally, a direct perceptual link should be demonstrated between such policies and the specific improvements noted by the officers. Since one could not predict in advance which aspects would be identified as improving, an alternative analytical procedure investigated the overall association between "Z-Gram" policies and improvements in a given need area. More specifically, a man's contention that such policies had improved an area (measured by an impact item) was correlated with his actual perceptions of improvement in that area (measured by the improvement items).

TABLE 10

NOTEWORTHY ITEMS OF IMPROVEMENT IN NAVY LIFE  
AS REPORTED BY JUNIOR OFFICERS:  
NET IMPROVEMENT INDICES AND ITEM MEANS

Improvement Item by Need Category	Net Improvement Indices	Item Mean	Individuals Reporting that No Improvement had been Necessary
<b>EXISTENCE</b>			
Fringe Benefits	62%	2.62	--*
Leave and Liberty Privileges	61%	2.63	--*
Personal Services			
<b>RELATEDNESS</b>			
Respect from Immediate Supervisor			
I have the opportunity to talk to my immediate supervisor about my job when I want to	42%	3.56	13%
Respect from Peers			
I can speak my mind to my co-workers	44%	3.53	17%
<b>GROWTH</b>			
I make one or more decisions every day which I feel are important	49%	3.65	7%
<b>INTERPERSONAL</b>			
Need to Belong			
I have the opportunity in my job to help my co-workers	51%	3.62	12%
I have the opportunity to develop close friendships in my job	37%	3.52	11%

\* These response alternatives were not included for Existence items.

Table 11 presents the average correlation found between an impact item and the corresponding improvement items. In general, the average correlation by need area accounted for very little of the proportion of shared variation between these two sets of items. The highest correlation ( $r = .35$ ) was found between perceptions of improvement in the Existence area (fringe benefit items) and the belief that "Z-Grams" had improved food, living conditions and facilities in the Navy (measured by the impact item); however, this correlation accounted for only 12% of the shared variation.

In an attempt to account for these findings, correlations were computed between the CO Z-Gram support item and each of the impact items. Possibly, extent of "Z-Gram" support by a CO is related to perceptions of improvement in a given area. As Table 12 shows, however, the relationships which were obtained accounted for very little of the shared variation. The highest proportion (.06) occurred between the CO support item and the impact item relating "Z-Gram" policies to improvements in "the practical comforts of Navy life."

Another analysis examined the issue of CO support and perceptions of improvement directly, but with similar results. An average correlation of .06 was obtained between the support item and the improvement items, while a correlation of .12 was obtained between the CO support item and the criterion item measuring overall improvement.

The most positive support for the "Z-Gram" policies is provided by taking the impact items at "face value", i.e., by accepting the men's opinions as valid without conducting rigorous analytical checks on their answers. Table 13 presents the number of men who perceived the "Z-Grams" as having no, or only a slight, influence on a need area compared with the number of individuals perceiving a moderate or great influence. "Z-Gram" policies were judged by individuals as having appreciable impact on their ability to satisfy their Existence needs. Approximately 55% perceived a moderate or great influence on food, living conditions, and facilities in the Navy, while a similar percentage perceived improvements in the practical comforts of their lives. In other need areas, however, results paralleled the findings of the previous analyses: 71% or more perceived the "Z-Grams" as playing a minor role in the improvements they had experienced.

### C. Current Status of Need Satisfaction Among Junior Officers

While the agent of change is still in doubt from these findings, there can be no doubt that officers did perceive some improvements in Navy life during the last year (cf. Table 10). Certain logical questions still exist, however, about their current level of satisfaction with the Navy. For example, can one assume that the need

TABLE 11

AVERAGE CORRELATION BETWEEN IMPACT ITEMS  
BY NEED CATEGORY AND CORRESPONDING IMPROVEMENT ITEMS\*

Impact Items by Need Category	Average Correlation with Improvement Items	Proportion of Shared Variation
EXISTENCE		
Improving food, living conditions, and facilities	.35	.12
Improving practical comforts	.26	.07
RELATEDNESS		
Increasing respect from superiors	.19	.04
Decreasing extent to which feelings are overlooked by peers	.10	.01
GROWTH		
Providing opportunity to grow on job	.30	.09
Reducing boring aspects of job	.28	.08
INTERPERSONAL		
Strengthening feeling of importance	.26	.07

\* Individuals who felt that no improvement had been necessary on any particular impact item were excluded from the analysis for that item. Individuals who felt no improvement had been necessary on perception of improvement items were grouped for analysis purposes with those individuals who had noticed no change during the last year.

TABLE 12

CORRELATION OF CO SUPPORT ITEM WITH IMPACT ITEMS  
BY NEED CATEGORY FOR JUNIOR OFFICER PERSONNEL\*

Impact Items by Need Category	Correlation with CO Z-Gram Support Item	Proportion of Shared Variation
EXISTENCE		
Improving unsatisfactory food, living conditions, and facilities	.16	.03
Improving practical comforts	.24	.06
RELATEDNESS		
Increasing respect from superiors	.12	.01
Decreasing extent to which peers overlook feelings	.12	.01
GROWTH		
Reducing boring aspects of my work	.13	.02
Providing opportunity to grow on job	.19	.04
INTERPERSONAL		
Strengthening feeling of importance	.23	.05

\* Individuals who had no opinion on the CO support issue were excluded from all analyses. Individuals who felt that no improvement had been necessary for any particular impact area were excluded from the analysis involving that area.

TABLE 13

JUNIOR OFFICER OPINIONS BY NEED AREA ON IMPACT OF "Z-GRAMS"  
 IN INCREASING SATISFACTION WITH NAVY LIFE

Impact Items by Need Category	IMPACT OF "Z-GRAMS"		
	Moderate or Great Influence	Slight or No Influence	No Improvement Was Necessary
<b>EXISTENCE</b>			
Improving unsatisfactory food, living conditions, and facilities	55%	43%	2%
Improving practical comforts	55%	28%	17%
<b>RELATEDNESS</b>			
Increasing respect from superiors	5%	83%	12%
Decreasing extent to which peers overlook feelings	10%	71%	19%
<b>GROWTH</b>			
Reducing boring aspects of work	11%	84%	5%
Providing opportunity to grow on job	14%	84%	2%
<b>INTERPERSONAL</b>			
Strengthening feeling of importance (status)	18%	77%	5%

for beneficial fringe benefits and the need to belong represent areas of current satisfaction, given the appreciable improvement perceived in them? Also, what is the current status of areas in which appreciable improvement was not detected? Are officers satisfied or dissatisfied with them?

Table 14 summarizes the current feelings of officers toward each need area by providing overall means for each area together with item means. Overall, the officers indeed are satisfied with the fringe benefits the Navy provides them (overall mean = 3.83). On the other hand, the overall mean (3.31) for the need to belong showed that officers are neutral in their feelings. (i.e., neither satisfied nor dissatisfied). Regarding areas in which no appreciable improvement was perceived, officers are very contented with the respect they receive from their peers (overall mean = 3.88) and the respect they have for their supervisors (overall mean = 4.01), while their feelings about their pay approach satisfaction (overall mean = 3.46). Officers are basically neutral in their feelings about the respect they receive from their supervisors (overall mean = 3.39), although on three particular aspects of their relationship they are contented. Overall, they are also basically neutral about their opportunity for growth on their jobs (overall mean = 2.95) and the status they receive in the Navy (overall mean = 3.39). In no area are the officers dissatisfied.

Item means provide additional data on how officers feel about Navy life. Of the 34 individual aspects of Navy life investigated in the study, officers are satisfied with 17 of them and neutral in their feelings toward 15 others. The only aspect of Navy life with which they are definitely dissatisfied occurs in their relationship with their peers: their peers are perceived as unwilling "to stick out their necks for me" (i.e., to back them up when the occasion arises). One other aspect reflects borderline dissatisfaction according to the cutoff level established in the study: officers tend to be dissatisfied with the repetitiousness of their work.

#### D. Potential Areas of Dissatisfaction

While only one aspect of Navy life was clearly identified as unsatisfactory to the officers, additional analyses identified other potentially serious areas. First, a percentage criterion was substituted for the mean cutoff level established at the beginning of the study. With this new criterion, a particular aspect of Navy life was identified as requiring improvement if

30% or more of the officers were dissatisfied. While this figure represents a minority, it also represents a large investment in the past training of these officers and, therefore, the future of the Navy.

Nine aspects of Navy life concerned with pay, relationships with one's supervisor, and job skills were revealed through this procedure:

1. Pay (Existence Need)

- a. 50% of the officers agree that their pay is lower than comparable civilian jobs
- b. 37% agree that their pay is too low for the work they do

2. Respect from Supervisor (Relatedness Need)

- a. 44% feel that their immediate supervisor infrequently suggests ways to improve their performance, but rather just criticizes them
- b. 39% feel that their immediate supervisor expects them to do things his way
- c. 34% feel that their immediate supervisor discourages suggestions

3. Job Skills (Growth Need)

- a. 47% feel that they have little opportunity to use a wide range of abilities which are of interest to them
- b. 45% feel that their work is repetitious
- c. 34% feel that they make few important decisions
- d. 32% believe that they use few of their available skills at work

To evaluate the importance of these aspects further, the needs which they represented were related to overall satisfaction with the Navy and a man's current service plans. In this way, an individual's reactions to separate elements of his life could be placed within the context of his total reaction to the Navy. Supporting tables are provided in Appendix H.

Satisfaction in each of the need areas was first correlated with one's overall satisfaction with Navy life. Growth correlated highest (.58) and accounted for the greatest amount of shared

TABLE 14

SATISFACTION WITH NAVY LIFE AS REPORTED  
 BY JUNIOR OFFICER PERSONNEL:  
 A MEAN ANALYSIS BY NEED AREA  
 (N=501)

Need Area	Item	Item Mean	Group Opinion	Interpretation of Mean
Existence Needs	Pay Items*	2.96		
	Pay too low	3.87	A	+
	Can live comfortably	2.66		
	Pay lower than civilian jobs	<u>4.36</u>		
	Adequate for basic needs	3.46		
	OVERALL MEAN:			
Fringe Benefit Items*	F. B.'s cover necessary areas	3.87	A	+
	F. B.'s are attractive	3.79	A	+
	F. B.'s lack security	<u>3.82</u>	D	+
	OVERALL MEAN:	3.83		
Relatedness Needs	Respect from Supervisor	4.05	F	+
	He provides chance to talk about job	3.02		
	He encourages suggestions	3.25		
	He promotes harmony between workers	4.11	I	+
	He feels my desires are unimportant	2.83		
	He suggests way to improve	3.74	I	+
	He ignores good work	2.83		
He is uncompromising	<u>3.27</u>			
He informs me of new Navy developments	3.39			
	OVERALL MEAN:			

TABLE 14 (Continued)

Need Area	Item	Item Mean	Group Opinion	Interpretation of Mean
Relatedness Needs (Continued)	Respect for Supervisor*			
	He treats people unfairly	3.91	D	+
	He is intelligent	4.18	A	+
	He performs unsatisfactorily on his job	3.96	D	+
	He stands up for his beliefs	3.97	A	+
	He is a worthwhile person	4.02	A	+
	OVERALL MEAN:	4.01		
	Respect from Peers			
	They won't give me help	4.53	I	+
	They are uncooperative	4.36	I	+
	They discourage my opinions	4.10	I	+
	They stick out their necks for me	2.40	I	-
	I can speak my mind	4.00	F	+
	OVERALL MEAN:	3.88		
Growth Needs	Make important decisions	3.02		-
	Do repetitious work	2.56		
	Use many abilities	2.75		
	Do unchallenging work	3.31	F	
	Use few of my skills	3.10		
	OVERALL MEAN:	2.95		
Interpersonal Needs	Status			
	Job is regarded as unimportant	3.96	I	+
	Job provides privileges	2.77		
	OVERALL MEAN:	3.39		

TABLE 14 (Continued)

Need Area	Item	Item Mean	Group Opinion	Interpretation of Mean
Interpersonal Needs (Continued)	Belonging Chance for friendships	3.25		
	Chance to help co-workers	<u>3.38</u>		
	OVERALL MEAN:	3.31		

NOTE: For items in the areas of Fringe Benefits and Respect for Supervisor, the following coding of group consensus was utilized:

- A = men agreed
- D = men disagreed
- Blank = men were neutral

For all other items, response coding was:

- F = happens frequently
- I = happens infrequently
- Blank = happens sometimes

Mean scores were descriptively categorized as follows:

- + = satisfaction
- = dissatisfaction
- Blank = neutrality

variation (34%). On the other hand, pay correlated lowest (.11) and accounted for the least amount of shared variation (1%). Respect from one's supervisor produced intermediary values ( $r = .37$ ; amount of shared variation, 14%). Correlation of each need area with current service plans produced comparable results. The more satisfied an officer was with the Growth area, the less likely he was to want to leave the Navy ( $r = -.43$ ; amount of shared variation, 18%). Pay, once again, correlated the lowest of all variables ( $-.09$ ) and accounted for the least shared variation (1%), while the values for respect from supervisor fell between these two extremes ( $r = -.20$ ; amount of shared variation, 4%).

Two stepwise multiple linear regression analyses were developed to determine relationships, yet control for the amount of inter-correlation among the need areas. With overall satisfaction as the criterion, six of the seven need areas entered the predictor equation; growth entered first, while pay and respect from supervisor entered fifth and sixth, respectively. With current service plans as the criterion variable, all of the need area items entered the predictor equation; growth entered first, respect from supervisor, fourth, and pay, seventh.

## DISCUSSION

In 1971 in response to Z-Gram 62, a student forum was established at the Naval Command and Staff College to discuss continuing problems in the Navy pertaining to officers. Conclusions based on this forum and an evaluation questionnaire were published in the Naval War College Review (Swartz, 1971). Of particular importance was the negative tone of the conclusions. The study reported that both "social" and "ego" needs, collectively termed "psychic income", were not being satisfied by the Navy. Deficiencies in these areas along with a "deficit management dilemma" were seen as contributing to serious problems, including ". . . lack of group identification, lack of motivation, frustration, disenchantment with leaders, disenchantment with career potential, and fostering of a 'what's in it for me' attitude at all levels" (p. 80). The tone of present results contrasts with these findings. Specifically, officers were seen as satisfied in three need areas and neutral towards the remaining five investigated in the study--in no area were they appreciably dissatisfied.

Swartz's sample included lieutenants, lieutenant-commanders, and commanders, while the present included first obligors. Perhaps today's junior officers are destined to be more satisfied with Navy life than their predecessors due to recent general improvements in Navy conditions.

One way in which they may be better fulfilled is in their relationships with others. Swartz characterizes these social needs as "a desire for belonging, for association, for giving and receiving friendship, and for acceptance by one's contemporaries" (p. 79) and states that these needs lack fulfillment in the Navy for senior officers. The present study finds, for an analogous set of data, that junior officers are pleased with the respect they receive from their co-workers in four of the five areas examined. Furthermore, large percentages of them feel they quite often have an opportunity to form close friendships in the Navy (42%) and to help their co-workers (42%). Today's junior officers may also register less dissatisfaction in the future with their pay. Swartz found that pay was the second most important cause of poor retention. The present study found that pay was correlated .09 with current service plans in spite of the feeling by many junior officers that their pay was too low for the work they did and lower than comparable civilian jobs.

One area of agreement between the two studies concerns job satisfaction. Swartz felt that this factor was the "single most important cause of poor retention" and seemed to relate it to the low level of "achievement, competence, knowledge, and self-confidence" evidenced by the officers. The present study found that the opportunity for growth and development had the single highest correlation with service plans and that many officers were dissatisfied with the repetitiousness of their work and the lack of opportunity to use the full range of their skills.

As with the enlisted findings reported earlier, officers tended not to perceive the "Z-Grams" as responsible for their increased satisfaction with Navy life. Again, this finding conflicts with the ubiquity of such policies. The same explanations ventured before seem applicable again. For example, 55% of the officers felt that food, living conditions, and facilities had been improved by the "Z-Grams" as had the practical comforts in their lives, findings which are consistent with a hypothesis based on the match between such conditions and the concrete nature of the "Z-Grams" directed toward them. Tentative support of "Z-Gram" policies is also supplied by Loftus (1972) who found that 70% of the lieutenants included in his study at the Naval Post-graduate School believed that the "Z-Grams" had identified most (although not all) of the Navy's most important personnel problems.

CONCLUSIONS/RECOMMENDATIONS  
REGARDING  
JUNIOR OFFICER PERSONNEL

1. Navy life has improved in two major areas related to need satisfaction.

2. Improvements in Navy life--with the possible exception of existence-related aspects are not generally linked in the minds of the men to "Z-Gram" policies. While this perceptual association is lacking, the ubiquity of such policies, together with supportive data from another study, suggests that "Z-Gram" policies may have had an indirect effect through the creation of a particular climate in the Navy. An alternative hypothesis suggests that the Navy as a system may have improved.

3. A high priority should be attached to upgrading the caliber of work to which first obligors are exposed with an eye towards improving their Growth satisfaction. Although individuals were neutral in their feelings overall (i.e., neither satisfied nor dissatisfied) in this area, Growth correlates the highest of all needs with both overall satisfaction with Navy life and career motivation. Special efforts should be directed towards varying the content of the work personnel are assigned, to utilizing the full range of skills in which they have an interest, and to providing more of an opportunity to make important decisions.

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ENLISTED APPENDICES

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APPENDIX A

FINAL ENLISTED QUESTIONNAIRE

AND

PERCENTAGE CROSS-TABULATIONS

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DEPARTMENT OF THE NAVY  
NAVAL PERSONNEL RESEARCH AND DEVELOPMENT LABORATORY  
WASHINGTON NAVY YARD  
WASHINGTON, D. C. 20390

MEMORANDUM FROM THE COMMANDING OFFICER, NAVAL PERSONNEL  
RESEARCH AND DEVELOPMENT LABORATORY

Subj: Attractiveness of Navy Life and Policy Changes

Encl: (1) Questionnaire on the Attractiveness of Navy  
Life and Policy Changes  
(2) Answer sheet

1. The needs of Navy men and Navy women cannot be fully learned except through direct communication with each of you. It is believed that a survey questionnaire is the most effective way to ensure that our plans are in line with your needs.

2. You have been chosen along with other Navy personnel to represent the needs and desires of enlisted personnel throughout the Navy. It is very important that you answer this questionnaire promptly and accurately. Please keep in mind that answers from you and other enlisted personnel like you will provide valuable information which may result in improved living and working conditions for all Navy enlisted personnel.

3. The Navy is not interested in identifying any particular individual who answers this questionnaire. Although you will be asked to write in your social security number on the answer sheet, this information will be used for statistical control and mailing purposes only. Your answers will be kept in strict confidence and they will not commit you in any way.

4. Thank you for your cooperation.

  
A. L. BLANKS



SECTION I

1. WHAT IS YOUR PRESENT PAY GRADE?

- A. E-1
- B. E-2
- C. E-3
- D. E-4
- E. E-5
- F. E-6

2. WHAT IS YOUR PRESENT ENLISTMENT AND/OR EXTENSION STATUS?

- A. First enlistment
- B. Extension of first enlistment
- C. Second enlistment
- D. Extension of second enlistment
- E. Third or later enlistment or extension

3. INDICATE THE TYPE OF ACTIVITY TO WHICH YOU ARE ASSIGNED.

- A. Shore duty (other than shore based A/C Squadron or detachment)
- B. Shore based A/C Squadron or detachment

SEA DUTY:

- C. Carrier based A/C Squadron or detachment
- D. Aircraft carrier (other than carrier based A/C Squadron or detachment)
- E. Service Force ship
- F. Amphibious ship/craft
- G. Destroyer types
- H. Minecraft
- I. Cruiser
- J. Submarine, Diesel
- K. Submarine, Nuclear
- L. Afloat staff
- M. Tender
- N. Other sea duty

4. WHAT IS YOUR HIGHEST LEVEL OF EDUCATION?
- A. Less than high school graduate
  - B. High school graduate or GED equivalency
  - C. Some college or formal technical training beyond high school
  - D. Associate degree
  - E. Bachelor's degree
  - F. Graduate hours but no graduate degree
  - G. Master's or doctoral degree
5. WHAT INFLUENCE DID THE DRAFT HAVE ON YOUR DECISION TO ENTER ACTIVE MILITARY SERVICE?
- A. Definitely would not have entered if no draft
  - B. Probably would not have entered if no draft
  - C. Probably would have entered even if no draft
  - D. Definitely would have entered even if no draft
  - E. Do not know
6. WHAT ARE YOUR CURRENT SERVICE PLANS?
- A. Plan to remain on active duty at least until eligible for retirement
  - B. Plan to enlist more than one more time but not make the Navy a career
  - C. Plan to enlist just one more time
  - D. I am undecided about my service plans
  - E. Plan to leave the Navy as soon as possible

7. WHAT IS YOUR RACE?

- A. American Indian
- B. Caucasian
- C. Black
- D. Malayan
- E. Mongoloid

8. WHAT IS YOUR SEX?

- A. Male
- B. Female

9-10. IF YOU ARE A PETTY OFFICER OR AN OFFICIALLY DESIGNATED STRIKER (QUALIFIED TO WEAR THE STRIKER RATING BADGE), WHAT IS YOUR GENERAL RATING? FOR EXAMPLE, IF YOUR RATING IS AB, FILL IN "A" OPPOSITE 9 ON THE ANSWER SHEET AND "B" OPPOSITE 10. IF YOU ARE NOT RATED, FILL IN "N" AND "R".

NR - Not rated/Not designated striker

AB	AZ	DT	LI	PT
AC	BM	EA	ML	QM
AD	BR	EM	MM	RD
AE	BT	EN	MN	RM
AF	BU	EO	MR	SD
AG	CE	EQ	MT	SH
AK	CM	ET	MU	SK
AM	CS	EW	OM	SM
AO	CT	FT	OT	ST
AQ	CU	GM	PC	SW
AS	CY (CYN)	HM	PH	TD
AT	DK	HT	PI	TM
AV	DM	IC	PM	UT
AW	DP	IM	PN	YN
AX	DS	JO	PR	

11. WHAT IS YOUR MARITAL STATUS?

- A. I have never been married
- B. I am married
- C. Other

12. HOW MANY YEARS OF SERVICE DO YOU HAVE REMAINING IN YOUR PRESENT ENLISTMENT?

- A. Less than one year
- B. One year but less than two
- C. Two years but less than three
- D. Three or more years

(CONTINUED ON NEXT PAGE)

SECTION II

There are a number of statements presented below such as: I MAKE ONE OR MORE DECISIONS EVERY DAY WHICH I FEEL ARE IMPORTANT.

In some of the statements, mention is made of those higher in rank than you. Your immediate supervisor would generally fall into this category along with anybody else higher in rank than you. In some other items, mention is made of people you work with. These are only individuals who are not your supervisor and who are about of equal rank to you.

For each statement two questions are asked:

(1) HOW OFTEN DOES THE EVENT MENTIONED OCCUR? (2) HAS LIFE BEEN IMPROVING FOR YOU IN THIS AREA DURING THE LAST YEAR? (Use the following scale to record your answers)

- |                           |   |
|---------------------------|---|
| A. Extremely often        | A. Life was basically acceptable the way it was       |
| B. Very often             | B. Life has been <u>improving a lot</u> for me        |
| C. Fairly often           | C. Life has been <u>improving some</u> for me         |
| D. Only once in awhile    | D. Life has <u>not</u> been <u>changing</u> for me    |
| E. Hardly ever, if at all | E. Life has been getting <u>slightly worse</u> for me |
|                           | F. Life has been getting <u>much worse</u> for me     |

We have referred to these questions below as: OCCURS HOW OFTEN? and IMPROVING FOR YOU?

---

I MAKE ONE OR MORE DECISIONS EVERY DAY WHICH I FEEL ARE IMPORTANT	13. OCCURS HOW OFTEN?	14. IMPROVING FOR YOU?
-----	-----	-----
THE PEOPLE I WORK WITH STICK OUT THEIR NECKS FOR ME WHEN THE NEED ARISES	15. OCCURS HOW OFTEN?	16. IMPROVING FOR YOU?
-----	-----	-----
INDIVIDUALS HIGHER IN RANK DISREGARD MY OPINIONS EVEN WHEN SMALL TALK IS INVOLVED	17. OCCURS HOW OFTEN?	18. IMPROVING FOR YOU?
-----	-----	-----

(1) HOW OFTEN DOES THE EVENT OCCUR?

- A. Extremely often
- B. Very often
- C. Fairly often
- D. Only once in awhile
- E. Hardly ever, if at all

(2) HAS LIFE BEEN IMPROVING FOR YOU IN THIS AREA DURING THE LAST YEAR?

- A. Life was basically acceptable the way it was
- B. improving a lot
- C. improving some
- D. not been changing
- E. getting slightly worse
- F. getting much worse

I HAVE THE OPPORTUNITY TO DEVELOP CLOSE FRIENDSHIPS IN MY JOB

19. OCCURS HOW OFTEN? 20. IMPROVING FOR YOU?

THOSE ABOVE ME TREAT ME WITH COMMON COURTESY

21. OCCURS HOW OFTEN? 22. IMPROVING FOR YOU?

IN MY JOB I DO THE SAME THINGS OVER AND OVER

23. OCCURS HOW OFTEN? 24. IMPROVING FOR YOU?

MY IMMEDIATE SUPERVISOR EXPECTS ME TO DO THINGS HIS WAY

25. OCCURS HOW OFTEN? 26. IMPROVING FOR YOU?

I HAVE THE OPPORTUNITY TO USE A WIDE RANGE OF ABILITIES ON MY JOB WHICH ARE OF INTEREST TO ME

27. OCCURS HOW OFTEN? 28. IMPROVING FOR YOU?

I HAVE THE FEELING THAT MY JOB IS REGARDED AS UNIMPORTANT BY OTHER PEOPLE

29. OCCURS HOW OFTEN? 30. IMPROVING FOR YOU?

INDIVIDUALS ABOVE ME IN GRADE RESPECT ME AS A PERSON

31. OCCURS HOW OFTEN? 32. IMPROVING FOR YOU?

(1) HOW OFTEN DOES THE EVENT MENTIONED OCCUR?

- A. Extremely often
- B. Very often
- C. Fairly often
- D. Only once in awhile
- E. Hardly ever, if at all

(2) HAS LIFE BEEN IMPROVING FOR YOU IN THIS AREA DURING THE LAST YEAR?

- A. Life was basically acceptable the way it was
- B. improving a lot
- C. improving some
- D. not been changing
- E. getting slightly worse
- F. getting much worse

---

THE PEOPLE I WORK WITH ARE UNWILLING TO GIVE ME A HAND WHEN I NEED IT

33. OCCURS HOW OFTEN? 34. IMPROVING FOR YOU?

I HAVE THE OPPORTUNITY IN MY JOB TO HELP THE PEOPLE I WORK WITH

35. OCCURS HOW OFTEN? 36. IMPROVING FOR YOU?

I AM TREATED AS UNINTELLIGENT BY THOSE HIGHER IN RANK THAN ME

37. OCCURS HOW OFTEN? 38. IMPROVING FOR YOU?

I HAVE THE OPPORTUNITY TO TALK TO MY IMMEDIATE SUPERVISOR ABOUT MY JOB WHEN I WANT TO

39. OCCURS HOW OFTEN? 40. IMPROVING FOR YOU?

WHEN I NEED TO, I HAVE THE OPPORTUNITY TO TALK MAN-TO-MAN WITH SOMEONE ABOVE ME IN RANK

41. OCCURS HOW OFTEN? 42. IMPROVING FOR YOU?

THE NAVY INTERFERS WITH MY PERSONAL LIFE

43. OCCURS HOW OFTEN? 44. IMPROVING FOR YOU?

(1) HOW OFTEN DOES THE EVENT MENTIONED OCCUR?

- A. Extremely often
- B. Very often
- C. Fairly often
- D. Only once in awhile
- E. Hardly ever, if at all

(2) HAS LIFE BEEN IMPROVING FOR YOU IN THIS AREA DURING THE LAST YEAR?

- A. Life was basically acceptable the way it was
- B. improving a lot
- C. improving some
- D. not been changing
- E. getting slightly worse
- F. getting much worse

---

MY IMMEDIATE SUPERVISOR SUGGESTS WAYS TO IMPROVE MY PERFORMANCE RATHER THAN JUST CRITICIZING ME

45. OCCURS HOW OFTEN? 46. IMPROVING FOR YOU?

THE MEN I WORK WITH ARE UNCOOPERATIVE

47. OCCURS HOW OFTEN? 48. IMPROVING FOR YOU?

GOOD WORK THAT I DO GOES UNRECOGNIZED

49. OCCURS HOW OFTEN? 50. IMPROVING FOR YOU?

MY WORK IS NOT VERY CHALLENGING

51. OCCURS HOW OFTEN? 52. IMPROVING FOR YOU?

WHENEVER THOSE ABOVE ME MAKE A MISTAKE ABOUT ME THEY'RE WILLING TO ADMIT IT

53. OCCURS HOW OFTEN? 54. IMPROVING FOR YOU?

WHEN I WANT TO, I HAVE THE OPPORTUNITY TO TALK TO SOMEONE ABOVE ME ABOUT MY PERSONAL PROBLEMS WITH THE MILITARY

55. OCCURS HOW OFTEN? 56. IMPROVING FOR YOU?

MY IMMEDIATE SUPERVISOR DISCOURAGES ME FROM MAKING SUGGESTIONS

57. OCCURS HOW OFTEN? 58. IMPROVING FOR YOU?

MY JOB PROVIDES ME WITH CERTAIN PRIVILEGES

59. OCCURS HOW OFTEN? 60. IMPROVING FOR YOU?

(1) HOW OFTEN DOES THE EVENT MENTIONED OCCUR?

- A. Extremely often
- B. Very often
- C. Fairly often
- D. Only once in awhile
- E. Hardly ever, if at all

ALTHOUGH A PERSON IS ABOVE ME IN RANK, THERE ARE STILL OCCASIONS WHEN HE TREATS ME AS AN EQUAL

THOSE HIGHER IN GRADE EXHIBIT A LOW OPINION OF ME

I CAN SPEAK MY MIND TO THE MEN I WORK WITH

I CAN COUNT ON MY IMMEDIATE SUPERVISOR TO STAND UP FOR ME WHEN THE NEED ARISES

THE MEN I WORK WITH DISCOURAGE OPINIONS DIFFERENT FROM THEIR OWN

INDIVIDUALS ABOVE ME FEEL THAT MY OPINIONS ARE IMPORTANT IN ADDITION TO THEIR OWN

I USE FEW OF MY AVAILABLE SKILLS AT WORK

MY IMMEDIATE SUPERVISOR PLAYS ONE PERSON AGAINST ANOTHER

INDIVIDUALS ABOVE ME IN RANK CONVEY THE FEELING THAT I AM WORTHWHILE

INDIVIDUALS ABOVE ME FEEL MY WISHES AND DESIRES ARE UNIMPORTANT

(2) HAS LIFE BEEN IMPROVING FOR YOU IN THIS AREA DURING THE LAST YEAR?

- A. Life was basically acceptable the way it was
- B. improving a lot
- C. improving some
- D. not been changing
- E. getting slightly worse
- F. getting much worse

61. OCCURS HOW OFTEN? 62. IMPROVING FOR YOU?

63. OCCURS HOW OFTEN? 64. IMPROVING FOR YOU?

65. OCCURS HOW OFTEN? 66. IMPROVING FOR YOU?

67. OCCURS HOW OFTEN? 68. IMPROVING FOR YOU?

69. OCCURS HOW OFTEN? 70. IMPROVING FOR YOU?

71. OCCURS HOW OFTEN? 72. IMPROVING FOR YOU?

73. OCCURS HOW OFTEN? 74. IMPROVING FOR YOU?

75. OCCURS HOW OFTEN? 76. IMPROVING FOR YOU?

77. OCCURS HOW OFTEN? 78. IMPROVING FOR YOU?

79. OCCURS HOW OFTEN? 80. IMPROVING FOR YOU?

To what extent do you agree with the statements below (Q81-92)? Use the following scale to record your answers:

- A. Strongly agree
- B. Moderately agree
- C. Neutral
- D. Moderately disagree
- E. Strongly disagree

- 81. OUR FRINGE BENEFITS (Medical services, recreational facilities, commissary privileges, etc.) COVER MOST OF THE AREAS THEY SHOULD
- 82. MY IMMEDIATE SUPERVISOR IS A WORTHWHILE PERSON
- 83. MY PAY COMPARES FAVORABLY WITH SIMILAR JOBS IN CIVILIAN LIFE
- 84. MY IMMEDIATE SUPERVISOR TREATS PEOPLE UNFAIRLY
- 85. I MAKE ENOUGH MONEY FROM MY JOB TO LIVE COMFORTABLY
- 86. MY IMMEDIATE SUPERVISOR STANDS UP FOR WHAT HE BELIEVES IS RIGHT
- 87. THE FRINGE BENEFIT PROGRAM (Medical services, recreational facilities, commissary privileges, etc.) IN THE NAVY LACKS THE SECURITY I WANT
- 88. MY IMMEDIATE SUPERVISOR IS AN INTELLIGENT PERSON
- 89. MY PAY IS TOO LOW FOR MY WORK
- 90. MY IMMEDIATE SUPERVISOR PERFORMS UNSATISFACTORILY ON HIS JOB
- 91. THE NAVY HAS AN ATTRACTIVE FRINGE BENEFIT PROGRAM
- 92. MY PAY IS ADEQUATE FOR THE BASIC THINGS IN LIFE

SECTION III

Listed below are a number of issues concerning Navy life such as GOOD PAY FOR MY WORK.

Indicate HOW IMPORTANT each is to you. Also indicate HOW MUCH MORE of each you would like to have to be satisfied with Navy life. If you are already pretty much satisfied with Navy life, then choose response "A".

Indicate HOW IMPORTANT each issue is to you. Indicate HOW MUCH MORE of each you would like to have in terms of the following scale:

- A. Not important
  - B. Slightly important
  - C. Moderately important
  - D. Very important
  - E. Extremely important
- 
- A. Things are pretty much o.k. the way they are
  - B. Would like slightly more
  - C. A fair degree more
  - D. Much more
  - E. Very much more

GOOD PAY FOR MY WORK	93. HOW IMPORTANT?	94. HOW MUCH MORE?
BEING CHALLENGED BY MY WORK	95. HOW IMPORTANT?	96. HOW MUCH MORE?
BEING TREATED AS A PERSON WITH GOOD QUALITIES	97. HOW IMPORTANT?	98. HOW MUCH MORE?
MUTUAL TRUST BETWEEN MY SUPERVISOR AND ME	99. HOW IMPORTANT?	100. HOW MUCH MORE?
COOPERATION FROM THE PEOPLE I WORK WITH	101. HOW IMPORTANT?	102. HOW MUCH MORE?
FREQUENT IMPROVEMENTS IN FRINGE BENEFITS	103. HOW IMPORTANT?	104. HOW MUCH MORE?
BEING RESPECTED AS AN INDIVIDUAL BY THOSE ABOVE ME IN RANK	105. HOW IMPORTANT?	106. HOW MUCH MORE?
MAKING FULL USE OF MY ABILITIES AT WORK	107. HOW IMPORTANT?	108. HOW MUCH MORE?

Indicate HOW IMPORTANT each is to you

- A. Not important
- B. Slightly important
- C. Moderately important
- D. Very important
- E. Extremely important

Indicate HOW MUCH MORE of each you would like to have

- A. Things are pretty much o.k. the way they are
- B. Would like slightly more
- C. A fair degree more
- D. Much more
- E. Very much more

BEING SEEN AS SKILLFUL AT MY WORK

109. HOW IMPORTANT? 110. HOW MUCH MORE?

FREQUENT RAISES IN PAY

111. HOW IMPORTANT? 112. HOW MUCH MORE?

BEING GIVEN RECOGNITION FOR MY EFFORTS  
WHEN DESERVED

113. HOW IMPORTANT? 114. HOW MUCH MORE?

HAVING MY OPINION VIEWED AS IMPORTANT BY  
THOSE ABOVE ME

115. HOW IMPORTANT? 116. HOW MUCH MORE?

HAVING A COMPETENT (SKILLFUL) SUPERVISOR

117. HOW IMPORTANT? 118. HOW MUCH MORE?

EQUAL STATUS AS A PERSON WITH INDIVIDUALS  
ABOVE ME IN RANK

119. HOW IMPORTANT? 120. HOW MUCH MORE?

A COMPLETE FRINGE BENEFIT PROGRAM

121. HOW IMPORTANT? 122. HOW MUCH MORE?

DEVELOPING NEW SKILLS AND KNOWLEDGE AT WORK

123. HOW IMPORTANT? 124. HOW MUCH MORE?

OPENNESS AND HONESTY BETWEEN MY SUPERVISOR AND ME

125. HOW IMPORTANT? 126. HOW MUCH MORE?

RESPECT FROM THE MEN I WORK WITH

127. HOW IMPORTANT? 128. HOW MUCH MORE?

POLICY CHANGES MAY BE SEEN AS TAKING PLACE IN VARIOUS AREAS DURING THE PAST TWO YEARS. IN YOUR OPINION, HAS NAVY LIFE IMPROVED, NOT CHANGED OR GOTTEN WORSE IN THE FOLLOWING AREAS AS A RESULT OF THESE CHANGES (Q129-136)?

- A. IMPROVED
- B. NOT CHANGED
- C. GOTTEN WORSE

129. REGULATIONS

(Such as, wearing of work and civilian clothing, beards and mustaches, timely forwarding of requests via the chain of command)

130. LEAVE AND LIBERTY

(Such as, more leave granted while deployed, a 30-day stay required in port after being at sea in order to permit more leave, more free time during holidays, overnight liberty privileges)

131. PERSONAL SERVICES

(Such as, ship stores acceptance of checks, lengthening of commissary hours, providing transportation from transient aircraft, making it easier to check in and out of ships and stations)

132. EQUAL RIGHTS OPPORTUNITIES

(Such as, checking on equal rights practices, correcting violations, making available commodities, and services requested by minority groups)

133. RETENTION PROGRAMS

(Such as, setting up a Personal Affairs Division in BuPers, asking various grades for retention ideas, providing the opportunity for sea duty extension, honoring reenlistees)

134. LIVING AND HOUSING CONDITIONS

(Such as, providing better housing, lockers, wash facilities, beer vending machines in Bachelor Enlisted Quarters)

135. FAMILY SERVICES

(Such as, starting sponsor program for families arriving on PCS, charter flights for dependents, improved services in commissaries, dispensaries, Family Services Centers, etc.)

136. JOB AND CAREER DEVELOPMENT

(Such as, increased responsibility, elimination of petty tasks, recognition of technical excellence, providing professional and technical training)

137. INDICATE HOW SATISFIED YOU ARE WITH NAVY LIFE.

- A. Very satisfied
- B. Moderately satisfied
- C. Neutral
- D. Moderately dissatisfied
- E. Very dissatisfied

138. DO YOU BELIEVE YOU ARE MORE SATISFIED NOW WITH NAVY LIFE AS THE RESULT OF RECENT POLICY CHANGES THAN YOU WERE A YEAR AGO?

- A. No
- B. Slightly more
- C. Moderately more
- D. Much more
- E. Very much more
- F. Was satisfied before

139. TO WHAT EXTENT DOES THE COMMANDER OF YOUR ACTIVITY SUPPORT POLICIES INSTITUTED THROUGH Z-GRAMS?

- A. Supports all policies
- B. Supports most policies
- C. Supports some but not others
- D. Supports hardly any
- E. Supports none
- F. Don't know

140. HOW WOULD YOU DESCRIBE YOUR IMMEDIATE SUPERVISOR'S SUPPORT OF THE PERSONNEL POLICIES INSTITUTED BY Z-GRAMS?

- A. Supports all policies
- B. Supports most policies
- C. Supports some but not others
- D. Supports hardly any
- E. Supports none

TO WHAT EXTENT HAVE Z-GRAMS BROUGHT ABOUT THE FOLLOWING CONDITIONS (141-148)?  
USE THIS SCALE TO RECORD YOUR ANSWERS:

- A. HAVE HAD A GREAT DEAL OF INFLUENCE IN BRINGING THIS CONDITION ABOUT
- B. HAVE HAD A MODERATE INFLUENCE IN BRINGING THIS CONDITION ABOUT
- C. HAVE HAD ONLY A SLIGHT INFLUENCE IN BRINGING THIS CONDITION ABOUT
- D. HAVE HAD NO INFLUENCE IN BRINGING THIS CONDITION ABOUT
- E. NO IMPROVEMENT WAS NECESSARY

- 141. Increasing the amount of respect I get from those above me in rank
- 142. Reducing the boring aspects of my work
- 143. Improving Navy assistance on practical problems in my life which keep me from doing what I want to
- 144. Strengthening my feeling of importance in the Navy
- 145. Providing more of an opportunity to grow on my job
- 146. Improving unsatisfactory food, living conditions, and facilities in the Navy
- 147. Encouraging those above me to carry on a friendly conversation with me unrelated to work
- 148. Decreasing the extent to which my feelings are overlooked by those of about equal rank as myself

SOCIAL SECURITY NUMBER: \_\_\_\_\_ (Please fill in)  
Are you in your first or second enlistment (fill in): first enlistment \_\_\_\_\_ second enlistment \_\_\_\_\_

Rank each of the following factors in the order of importance needed to form the best job for you. Give a rank of "1" to the item that you MOST prefer in the ideal job, a rank of "7" to the item you LEAST prefer, and so on for the factors in between.

After completing the ranking, then divide up a 100 points among the seven factors. Give the highest number of points to the item you prefer MOST, the lowest number of points to the factor you prefer LEAST, and so on for the items in between. After you have completed distributing the points, please check to be sure they add to 100. Put your answers on this sheet.

<u>Points</u>	<u>Ranking</u>
_____	_____
_____	High pay
_____	A chance to be stimulated and challenged by my work
_____	Open and trusting relationships with others of about the same rank as I
_____	Excellent fringe benefits (vacations, services, facilities)
_____	A relationship with my supervisor that includes honesty and mutual respect
_____	Being equal to others as a person regardless of rank
_____	Other factors

TOTAL 100

RETURN THIS PAGE ALONG WITH THE SPECIAL ANSWER SHEET.

THANK YOU VERY MUCH FOR YOUR COOPERATION.

PERCENTAGE CROSS-TABULATIONS ARE FURNISHED,  
UPON REQUEST,  
FROM:

DR. GERRY WILCOVE  
NAVAL PERSONNEL RESEARCH AND  
DEVELOPMENT CENTER  
SAN DIEGO, CALIFORNIA 92152

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APPENDIX B

ENLISTED MEAN DATA  
FOR  
IMPROVEMENT ITEMS

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TABLE 15

ENLISTED MEAN DATA FOR IMPROVEMENT ITEMS  
BY NEED CATEGORY

Questionnaire Item	Need Category <sup>a</sup>	Item Mean
14	G	3.51
16	RP	3.45
18	RO	3.46
20	B	3.75
22	RO	3.67
24	G	3.20
26	RS	3.31
28	G	3.41
30	ST	3.27
32	RO	3.62
34	RP	3.59
36	B	3.75
38	RO	3.28
40	SR	3.66
42	SR	3.55
44	PF	2.74
46	RS	3.43
48	RP	3.35
50	RS	3.23
52	G	3.16
54	RO	3.23
56	SR	3.33
58	S	3.33
60	ST	3.28
62	RO	3.52
64	RO	3.33
66	RP	3.51
68	RS	3.43
70	RP	3.28
72	RO	3.41
74	G	3.28
76	RS	3.11
78	RO	3.50
80	RO	3.21
130	FB	2.54
131	FB	2.51
134	FB	2.43
135	FB	2.44

<sup>a</sup> The following coding was used for the need categories:

Growth

G = Growth

Relatedness

RP = respect for peers

RO = respect for organization

RS = respect from supervisor

SR = social receptivity of supervisors

Interpersonal

B = belonging

ST = status

Existence

FB = fringe benefits

Pay = pay

Personal Freedom

PF = personal freedom

APPENDIX C

Factor Analysis of Need Satisfaction Items

(Enlisted Personnel)

TABLE 16

FACTOR ANALYSIS OF NEED SATISFACTION ITEMS  
(ENLISTED MEN)

<u>EXISTENCE</u>	<u>FACTOR LOADING</u>
A. <u>Pay</u>	
1. My pay compares favorably with similar jobs in civilian life (E)*	.66
2. I make enough money from my job to live comfortably (E)	.63
3. My pay is too low for my work (E) (reverse scored)	.48
4. My pay is adequate for the basic things in life (E)	.50
5. The Navy interferes with my personal life (R-0)	.42
B. <u>Fringe Benefits</u>	
1. Our fringe benefits cover most of the areas they should (E)	.60
2. The fringe benefit program in the Navy lacks the security I want (E) (reverse scored)	.51
3. The Navy has an attractive fringe benefit program (E)	.55
RELATEDNESS	
A. <u>Mutual Respect</u>	
1. My immediate supervisor discourages me from making suggestions (R-Super) (reverse scored)	.50
2. I can count on my immediate supervisor to stand up for me when the need arises (R-Super)	.51
3. My immediate supervisor plays one person against another (R-Super) (reverse scored)	.60
4. My immediate supervisor is a worthwhile person (R-W)	.76
5. My immediate supervisor treats people unfairly (R-W) (reversed scored)	.72

FACTOR  
LOADING

- |  |     |
|--|-----|
| 6. My immediate supervisor is a worthwhile person (R-W)                                | .44 |
| 7. My immediate supervisor is an intelligent person (R-W)                              | .67 |
| 8. My immediate supervisor performs unsatisfactorily on his job (R-W) (reverse scored) | .67 |

B. Respect from Organization

- |   |     |
|---|-----|
| 1. Individuals higher in rank than I am disregard my opinions even when small talk is involved (R-0) (reverse scored) | .51 |
| 2. Those above me in rank treat me with common courtesy (R-0)   | .54 |
| 3. Individuals above me in grade respect me as a person (R-0)   | .54 |
| 4. I am treated as unintelligent by those higher in rank than I am (R-0) (reverse scored)                             | .66 |
| 5. Although a person is above me in rank, there are still occasions when he treats me as an equal (R-0)               | .41 |
| 6. Those higher in grade exhibit a low opinion of me (R-0) (reverse scored)   | .65 |
| 7. Individuals above me feel that my opinions are important in addition to their own (R-0)                            | .47 |
| 8. Individuals above me in rank convey the feeling that I am worthwhile (R-0)   | .47 |
| 9. Individuals above me feel my wishes and desires are unimportant (R-0) (reverse scored)                             | .44 |
| 10. Good work that I do goes unrecognized (R-Super) (reverse scored)  | .41 |
| 11. My immediate supervisor discourages me from making suggestions (R-Super) (reverse scored)                         | .41 |

FACTOR  
LOADING

C. Respect from Peers

Negative Behavior

1. The people I work with are unwilling to give me a hand when I need it (R-P) (reverse scored) .45
2. The men I work with are uncooperative (R-P) (reverse scored) .49
3. The men I work with discourage opinions different from their own (R-P) (reverse scored) .26

Positive Behavior

1. The people I work with stick out their necks for me when the need arises (R-P) .46
2. I have the opportunity to develop close friendships in my job (I) .41

D. Social Receptivity

1. I have the opportunity to talk to my immediate supervisor about my job when I want to (R-Super) .46
2. When I need to, I have the opportunity to talk man-to-man with someone above me in rank (R-O) .61
3. When I want to, I have the opportunity to talk to someone above me about my personal problems with the military (R-O) .54

GROWTH

1. I make one or more decisions every day which I feel are important (G) .53
2. In my job I do the same things over and over (G) (reverse scored) .47
3. I have the opportunity to use a wide range of abilities on my job which are of interest to me (G) .64

	<u>FACTOR LOADING</u>
4. My work is not very challenging (R) (reverse scored)	.51
5. I have the opportunity in my job to help the people I work with (I)	.42

---

\* The a priori classification of the items is included in parentheses beside each. The following coding was utilized to identify the needs:

E = existence  
 RO = respect from organization  
 R Super = respect from supervisor  
 R-W = respect of worker for supervisor  
 R-P = respect from peers  
 I = interpersonal  
 G = growth

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APPENDIX D

MEAN DATA BY ENLISTMENT STATUS  
FOR  
SATISFACTION ITEMS

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TABLE 17

NEED SATISFACTION DATA  
BROKEN OUT BY ENLISTMENT STATUS

Need Category	Item	Mean for First Enlistee*	Mean for Second Enlistee*
G	13	2.65	2.99
RP	15	2.42	2.34
RO	17	3.54	3.83
B	19	3.38	3.36
RO	21	3.29	3.57
G	23	2.10	2.36
RS	25	2.76	2.83
G	27	2.55	2.97
ST	29	3.45	3.67
RO	31	3.36	3.52
RP	33	4.10	4.08
B	35	3.42	3.77
O	37	3.80	4.0]
SR	39	3.91	4.05
SK	41	3.23	3.39
PF	43	2.33	3.39
RS	45	2.60	2.43
P	47	4.01	4.21
RS	49	3.23	3.51
G	51	3.05	3.50
O	53	2.43	2.43
SR	55	2.66	2.95
RS	57	4.25	4.28
ST	59	2.45	2.73
RO	61	3.01	3.01
O	63	4.06	4.18
P	65	3.73	3.74
RS	67	3.22	3.14
RP	69	3.75	3.78
RO	71	2.56	2.83
G	73	3.13	3.25
RS	75	4.07	4.07

TABLE 17 (Continued)

NEED SATISFACTION DATA  
BROKEN OUT BY ENLISTMENT STATUS

Need Category	Item	Mean for First Enlistee*	Mean for Second Enlistee*
RO	77	2.93	3.20
RO	79	3.57	3.84
FB	81	3.52	3.51
R for S	82	3.62	3.75
Pay	83	2.01	2.31
R for S	84	3.72	3.77
Pay	85	2.40	2.62
R for S	86	3.94	3.97
FB	87	2.91	3.30
R for S	88	3.63	3.68
Pay	89	2.33	2.40
R for S	90	3.70	3.69
FB	91	3.08	3.51
Pay	92	3.03	3.36

NOTE: The following coding was used for the need categories:

Growth

G = Growth

Relatedness

RP = respect from peers

RO = respect from organization

RS = respect from supervisor

R for S = respect for supervisor

SR = social receptivity of superiors

Interpersonal

B = belonging

ST = status

Existence

FB = fringe benefits

Pay = pay

Personal Freedom

PF = personal freedom

\* Responses were coded so that: 5 - strongly satisfied;  
1 = strongly dissatisfied

TABLE 18

OVERALL SATISFACTION MEAN FOR EACH NEED CATEGORY  
 BROKEN OUT BY ENLISTMENT STATUS

Need Category	OVERALL MEAN	
	First Enlistees	Second Enlistees
EXISTENCE		
Pay	2.44	2.67
Fringe Benefits	3.17	3.44
RELATEDNESS		
Respect from Peers	3.60	3.63
Respect from Organization	3.26	3.44
Respect from Supervisor	3.35	3.38
Respect for Supervisor	3.73	3.77
Social Receptivity of Superiors	3.27	3.46
GROWTH	2.69	3.01
INTERPERSONAL		
Belonging	3.40	3.56
Status	2.95	3.20
PERSONAL FREEDOM	2.33	3.39

NOTE: Responses were coded so that: 5 = strongly satisfied;  
 1 = strongly dissatisfied

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APPENDIX E

CORRELATIONAL DATA AND REGRESSION ANALYSES  
FOR  
ENLISTED MEN

TABLE 19

CORRELATIONS FOR JUNIOR ENLISTED MEN  
BETWEEN THE NEED CATEGORIES OF THE EXPANDED E.R.G. MODEL  
AND OVERALL SATISFACTION WITH NAVY LIFE  
(N = 630)

Need Category	Mean of the Need Category <sup>a</sup>	Correlation with Overall Satisfaction	Proportion of Shared Variation
1. Freedom in one's personal life	2.73	.62	.38
2. Pay (existence)	2.53	.44	.19
3. Fringe Benefits (existence)	3.28	.42	.18
4. Respect from Organization (relatedness)	3.34	.42	.18
5. Interpersonal	3.05	.36	.13
6. Growth	2.82	.35	.12
7. Respect from Super- visor (relatedness)	3.36	.30	.09
8. Respect for Super- visor (relatedness)	3.74	.28	.08
9. Respect from Peers (relatedness)	3.61	.16	.03
10. Social Receptivity (relatedness)	3.34	.14	.02

<sup>a</sup>Need satisfaction items were reverse scored where necessary leading to one set of coded responses ranging from 5 (strongly satisfied) to 1 (strongly dissatisfied).

TABLE 20

CORRELATIONS FOR JUNIOR ENLISTED MEN  
BETWEEN THE NEED CATEGORIES OF THE EXPANDED E.R.G. MODEL  
AND A MAN'S CURRENT SERVICE PLANS<sup>a</sup>  
(N = 630)

Need Category	Mean of the Need Category	Correlation with Current Service Plans	Proportion of Shared Variation
1. Freedom in one's personal life	2.73	-.42	.18
2. Growth	2.82	-.24	.06
3. Interpersonal	3.05	-.23	.05
4. Respect from organi- zation (relatedness)	3.34	-.23	.05
5. Pay (existence)	2.53	-.21	.04
6. Fringe Benefits (existence)	3.28	-.19	.04
7. Social Receptivity (relatedness)	3.34	-.16	.03
8. Respect from Super- visor (relatedness)	3.36	-.14	.02
9. Respect for Super- visor (relatedness)	3.74	-.13	.02
10. Respect from Peers (relatedness)	3.61	-.05	.00

<sup>a</sup>Need satisfaction items were reverse scored where necessary leading to one set of coded responses ranging from 5 (strongly satisfied) to 1 (strongly dissatisfied). The current service plan item was coded from 5 (low career motivation) to 1 (high career motivation), thus accounting for the negative correlations.

TABLE 21  
 STEPWISE MULTIPLE REGRESSION ANALYSIS FOR JUNIOR ENLISTED MEN  
 USING NEED CATEGORIES TO PREDICT OVERALL SATISFACTION  
 WITH NAVY LIFE

Need Category	Number of Predictors	Multiple R with Overall Satisfaction	Proportion of Shared Variation
Freedom in one's personal life	1	.616	.38
Fringe Benefits (existence)	2	.663	.44
Interpersonal	3	.693	.48
Pay (existence)	4	.700	.49
Growth	5	.701	.49
Respect for Supervisor (relatedness)	6	.714	.51
Respect from Peers (relatedness)	7	.720	.52
Respect from Organization (relatedness)	8	.722	.52
Respect from Supervisor	9	.722 <sup>a</sup>	.52

<sup>a</sup>This multiple R can be corrected for shrinkage to estimate the value that would be obtained if the same set of variables were applied to a new sample. This yields a multiple R of .71.

NOTE: Results are based on the responses of 630 enlisted personnel.

TABLE 22

STEPWISE MULTIPLE REGRESSION ANALYSIS FOR JUNIOR ENLISTED MEN  
USING NEED CATEGORIES TO PREDICT CURRENT SERVICE PLANS

Need Category	Number of Predictors	Multiple R with Current Service Plans	Proportion of Shared Variation
Freedom in one's personal life	1	.425	.18
Interpersonal	2	.448	.20
Respect from Peers (relatedness)	3	.455	.21
Growth	4	.459	.21
Social Receptivity (relatedness)	5	.464	.22
Fringe Benefits (existence)	6	.466	.22
Respect for Supervisor (relatedness)	7	.467	.22
Respect from Supervisor (relatedness)	8	.4690	.22
Pay (existence)	9	.4691	.22
Respect from Organization (relatedness)	10	.4693 <sup>a</sup>	.22

<sup>a</sup>This multiple R can be corrected for shrinkage to estimate the value that would be obtained if the same set of variables were applied to a new sample. This yields a multiple R of .45.

NOTE: Results are based on the responses of 630 enlisted personnel.

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OFFICER APPENDICES

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APPENDIX F

FINAL OFFICER QUESTIONNAIRE  
AND  
PERCENTAGE CROSS-TABULATIONS

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DEPARTMENT OF THE NAVY  
NAVAL PERSONNEL RESEARCH AND DEVELOPMENT LABORATORY  
WASHINGTON NAVY YARD  
WASHINGTON, D. C. 20390

MEMORANDUM FROM THE COMMANDING OFFICER, NAVAL PERSONNEL  
RESEARCH AND DEVELOPMENT LABORATORY

Subj: Attractiveness of Navy Life and Policy Changes

Encl: (1) Questionnaire on the Attractiveness of Navy  
Life and Policy Changes  
(2) Answer sheet

1. The needs of the officer corps cannot be fully learned except through direct communication with each of you. Although many of you correspond with the Bureau of Naval Personnel regarding your personal desires, it is believed that a survey is also necessary to ensure that the Navy's plans are in consonance with your needs.

2. You have been chosen along with other officers to represent the needs and desires of the Naval Officer Corps. It is very important that you answer this questionnaire promptly and accurately. Please keep in mind that answers from you and other officers like you will provide valuable information which may result in improvements that will benefit all naval officers.

3. The Navy is not interested in identifying any particular individual who answers this questionnaire. Although you will be asked to write in your social security number on the answer sheet, this information will be used for statistical control and mailing purposes only. Your answers will be kept in strict confidence and they will not commit you in any way.

4. Thank you for your cooperation. The person conducting this survey will be happy to answer any further questions you may have.

  
A. L. BLANKS

## INSTRUCTIONS

- Fill in your Social Security Number in the spaces provided on your answer sheet. Please make sure it is filled in accurately and darkly. THE NUMBER WILL BE USED FOR STATISTICAL CONTROL PURPOSES ONLY
- Please enter your answers on the answer sheet using No. 2 pencil only.
- Make your marks heavy and black. Completely fill the rectangle selected for your answers.
- BE SURE THAT THE NUMBER OF THE BOX YOU ARE FILLING IN ON THE ANSWER SHEET MATCHES THE NUMBER OF THE QUESTION YOU ARE ANSWERING.
- If you want to change an answer, be sure to erase completely.
- Do not put down more than one answer to any one question.
- Please use a separate sheet of paper if you wish to make any additional comments. DO NOT WRITE ON THE ANSWER SHEET.

---

Here is an example of how to enter your answers.

1. IN WHAT SERVICE ARE YOU NOW SERVING?

- A. Air Force
- B. Marine Corps
- C. Navy
- D. Army

SAMPLE ANSWER SHEET

## SECTION I

## 1. WHAT IS YOUR PRESENT GRADE?

- A. Captain
- B. Commander
- C. Lieutenant Commander
- D. Lieutenant
- E. Lieutenant Junior Grade

- F. Ensign
- G. CW04
- H. CW03
- I. CW02
- J. W01

## 2. WHAT IS YOUR DESIGNATOR?

LINE

- A. 11XX Surface
- B. 11XX (Had Shore Duty Only)
- C. 112X Nuclear Submarine
- D. 112X Diesel Submarine
- E. 131X Pilot
- F. 132X Non-Pilot
- G. 13XX (Other than 131X or 132X)
- H. 14XX Engineering
- I. 15XX Aero Engineering Duty
- J. 16XX Special Duty
- K. 17XX Ordnance Engineering Duty

STAFF

- L. 210X Medical Corps
- M. 220X Dental Corps
- N. 230X Medical Service Corps
- O. 250X Judge Advocate General Corps
- P. 290X Nurse Corps
- Q. 310X Supply Corps
- R. 410X Chaplain Corps
- S. 510X Civil Engineer Corps
- LD0
- T. All Limited Duty Officer Designators
- WO
- U. All Warrant Officer Designators

3. HOW MUCH ACTIVE FEDERAL MILITARY SERVICE HAVE YOU COMPLETED?

- A. Less than one year
- B. One year but less than two
- C. Two years but less than three
- D. Three years but less than four

- E. Four years but less than five
- F. Five years but less than six
- G. Six years but less than nine
- H. More than nine

4. ARE YOU PRESENTLY SERVING WITHIN YOUR INITIAL SERVICE OBLIGATION AS A COMMISSIONED OFFICER? (Initial service obligation here means the minimum active service required by your original source of commissioning (e.g., OCS, NROTC, etc.), plus any additional service obligation you may have acquired during this initial period as a result of submarine, nuclear power or flight training) ALL LDOs AND WOs SHOULD SELECT CHOICE "A".

- A. Limited Duty Officer or Warrant Officer --- (Not Applicable)
- B. Yes
- C. No, I am serving within the first year after my initial obligation as described above
- D. No, I am serving more than one year beyond my initial obligation as described above

5. HOW MANY YEARS OF OBLIGATED SERVICE DO YOU HAVE REMAINING IN YOUR PRESENT OBLIGATION?

- A. None
- B. Less than one year
- C. One year but less than two
- D. Two years but less than three
- E. Three or more years

6. IF ON SEA DUTY, INDICATE THE TYPE OF ACTIVITY TO WHICH YOU ARE ASSIGNED.

- |   |                       |
|---|-----------------------|
| A. Not on Sea Duty  | G. Minecraft          |
| B. Carrier based A/C Squadron or Detachment                               | H. Cruiser            |
| C. Aircraft carrier (other than carrier based A/C Squadron or Detachment) | I. Submarine, Diesel  |
| D. Service Force ship   | J. Submarine, Nuclear |
| E. Amphibious ship/craft  | K. Afloat staff       |
| F. Destroyer Types  | L. Tender             |
|   | M. Other sea duty     |

IF YOU ARE IN YOUR FIRST OBLIGATION (OR NO MORE THAN ONE YEAR BEYOND), PLEASE WRITE "FIRST OBLIGOR" AT THE TOP OF YOUR ANSWER SHEET IN THE LEFT HAND CORNER. THIS IS EXTREMELY IMPORTANT.

7. IF ON SHORE DUTY, INDICATE THE TYPE OF ACTIVITY TO WHICH YOU ARE ASSIGNED.

- |   |                                  |
|---|----------------------------------|
| A. Not on Shore Duty                      | K. Construction Battalion Center |
| B. Shore based A/C Squadron or Detachment | L. Communications Station/Unit   |
| C. Naval Station/Base                     | M. Naval Support Activity        |
| D. Naval Training Center                  | N. Navy Recruiting Station       |
| E. Naval Schools Command                  | O. Staff Ashore                  |
| F. Naval Reserve Training Center          | P. Naval Hospital/Medical Center |
| G. Amphibious Base                        | Q. Naval Ship Yard               |
| H. Naval Air Station                      | R. Naval Security Group Activity |
| I. Naval Auxiliary Air Station            | S. Naval Weapons Station/Center  |
| J. Naval Air Technical Training Center    | T. Other Shore Duty              |

8. WHERE ARE YOU SERVING?

- A. Atlantic Fleet
- B. Pacific Fleet
- C. Ashore in the U. S. (Including Alaska and Hawaii)
- D. Ashore in Europe
- E. Ashore in the Far East
- F. Other

9. WHAT IS YOUR HIGHEST LEVEL OF EDUCATION?

- A. High school graduate or GED equivalency
- B. Less than two years of college
- C. Two years or more of college, no degree
- D. Associate degree
- E. Bachelor's degree
- F. Graduate hours but no graduate degree
- G. Master's degree
- H. Doctoral degree
- I. Professional degree (e.g., M.D., D.D.S.)

10. HAVE YOU EVER HAD OVERSEAS SHORE DUTY (OF ANY TYPE)?
- A. Yes
  - B. No
11. WHAT INFLUENCE DID THE DRAFT HAVE ON YOUR DECISION TO ENTER ACTIVE MILITARY SERVICE?
- A. Was not subject to the draft
  - B. Definitely would not have entered if no draft
  - C. Probably would not have entered if no draft
  - D. Probably would have entered even if no draft
  - E. Definitely would have entered even if no draft
  - F. Do not know what I would have done if no draft
12. WHAT IS YOUR RACE?
- A. American Indian
  - B. Caucasian
  - C. Black
  - D. Malayan
  - E. Mongoloid
13. WHAT IS YOUR MARITAL STATUS?
- A. I have never been married
  - B. I am married
  - C. Other
14. WHAT ARE YOUR CURRENT SERVICE PLANS?
- A. Plan to remain on active duty at least until eligible for retirement
  - B. I am undecided about my service plans (not eligible for retirement)
  - C. Do not plan to stay on active duty until eligible for retirement

SECTION II

There are a number of statements presented below such as: I MAKE ONE OR MORE DECISIONS EVERY DAY WHICH I FEEL ARE IMPORTANT.

For each statement two questions are asked:

(1) HOW OFTEN DOES THE EVENT OCCUR? (Use the following scale to record your answers)

- A. Extremely often
- B. Very often
- C. Fairly often
- D. Only once in awhile
- E. Hardly ever, if at all

(2) HAS LIFE BEEN IMPROVING FOR YOU IN THIS AREA DURING THE LAST YEAR? (Use the following scale to record your answers)

- A. Life was basically acceptable to me the way it was
- B. Life has been improving a lot for me
- C. Life has been improving some for me
- D. Life has not been changing for me
- E. Life has been getting slightly worse for me
- F. Life has been getting much worse for me

To save time in the statements that follow, we have referred to these questions as: OCCURS HOW OFTEN? and IMPROVING FOR YOU?

I MAKE ONE OR MORE DECISIONS EVERY DAY WHICH I FEEL ARE IMPORTANT

15. OCCURS HOW OFTEN? 16. IMPROVING FOR YOU?

MY CO-WORKERS (those of about equal rank to you who are not your supervisor) STICK OUT THEIR NECKS FOR ME WHEN THE NEED ARISES

17. OCCURS HOW OFTEN? 18. IMPROVING FOR YOU?

INDIVIDUALS HIGHER IN RANK DISREGARD MY OPINIONS EVEN WHEN SMALL TALK IS INVOLVED

19. OCCURS HOW OFTEN? 20. IMPROVING FOR YOU?

I HAVE THE OPPORTUNITY TO DEVELOP CLOSE FRIENDSHIPS IN MY JOB

21. OCCURS HOW OFTEN? 22. IMPROVING FOR YOU?

(1) HOW OFTEN DOES THE EVENT OCCUR?

- A. Extremely often
- B. Very often
- C. Fairly often
- D. Only once in awhile
- E. Hardly ever, if at all

(2) HAS LIFE BEEN IMPROVING FOR YOU IN THIS AREA DURING THE LAST YEAR?

- A. Life was basically acceptable to me the way it was
- B. improving a lot
- C. improving some
- D. not been changing
- E. getting slightly worse
- F. getting much worse

WHEN NECESSARY, MY IMMEDIATE SUPERVISOR  
KEEPS ME INFORMED ABOUT NEW DEVELOPMENTS  
IN THE NAVY

MY CO-WORKERS (those of about equal rank  
to you who are not your supervisor) ARE  
UNCOOPERATIVE

MY IMMEDIATE SUPERVISOR EXPECTS ME TO DO  
THINGS HIS WAY

I HAVE THE OPPORTUNITY TO USE A WIDE  
RANGE OF ABILITIES ON MY JOB WHICH ARE  
OF INTEREST TO ME

I HAVE THE FEELING THAT MY JOB IS  
REGARDED AS UNIMPORTANT BY OTHER PEOPLE

MY CO-WORKERS ARE UNWILLING TO GIVE ME  
A HAND WHEN I NEED IT

23. OCCURS HOW OFTEN? 24. IMPROVING FOR YOU?

25. OCCURS HOW OFTEN? 26. IMPROVING FOR YOU?

27. OCCURS HOW OFTEN? 28. IMPROVING FOR YOU?

29. OCCURS HOW OFTEN? 30. IMPROVING FOR YOU?

31. OCCURS HOW OFTEN? 32. IMPROVING FOR YOU?

33. OCCURS HOW OFTEN? 34. IMPROVING FOR YOU?

(1) HOW OFTEN DOES THE EVENT OCCUR?

- A. Extremely often
- B. Very often
- C. Fairly often
- D. Only once in awhile
- E. Hardly ever, if at all

(2) HAS LIFE BEEN IMPROVING FOR YOU IN THIS AREA DURING THE LAST YEAR?

- A. Life was basically acceptable to me the way it was
- B. improving a lot
- C. improving some
- D. not been changing
- E. getting slightly worse
- F. getting much worse

I HAVE THE OPPORTUNITY IN MY JOB TO HELP MY CO-WORKERS

35. OCCURS HOW OFTEN? 36. IMPROVING FOR YOU?

I HAVE THE OPPORTUNITY TO TALK TO MY IMMEDIATE SUPERVISOR ABOUT MY JOB WHEN I WANT TO

37. OCCURS HOW OFTEN? 38. IMPROVING FOR YOU?

MY IMMEDIATE SUPERVISOR SUGGESTS WAYS TO IMPROVE MY PERFORMANCE RATHER THAN JUST CRITICIZING ME

39. OCCURS HOW OFTEN? 40. IMPROVING FOR YOU?

IN MY JOB I DO THE SAME THINGS OVER AND OVER

41. OCCURS HOW OFTEN? 42. IMPROVING FOR YOU?

GOOD WORK THAT I DO GOES UNRECOGNIZED BY MY IMMEDIATE SUPERVISOR

43. OCCURS HOW OFTEN? 44. IMPROVING FOR YOU?

MY WORK IS NOT VERY CHALLENGING

45. OCCURS HOW OFTEN? 46. IMPROVING FOR YOU?

MY IMMEDIATE SUPERVISOR ENCOURAGES ME TO MAKE SUGGESTIONS

47. OCCURS HOW OFTEN? 48. IMPROVING FOR YOU?

(1) HOW OFTEN DOES THE EVENT OCCUR?

- A. Extremely often
- B. Very often
- C. Fairly often
- D. Only once in awhile
- E. Hardly ever, if at all

(2) HAS LIFE BEEN IMPROVING FOR YOU IN THIS AREA DURING THE LAST YEAR?

- A. Life was basically acceptable to me the way it was
- B. improving a lot
- C. improving some
- D. not been changing
- E. getting slightly worse
- F. getting much worse

---

MY JOB PROVIDES ME WITH CERTAIN PRIVILEGES

49. OCCURS HOW OFTEN? 50. IMPROVING FOR YOU?

I CAN SPEAK MY MIND TO MY CO-WORKERS

51. OCCURS HOW OFTEN? 52. IMPROVING FOR YOU?

MY IMMEDIATE SUPERVISOR FEELS MY WISHES AND DESIRES ARE UNIMPORTANT

53. OCCURS HOW OFTEN? 54. IMPROVING FOR YOU?

I USE FEW OF MY AVAILABLE SKILLS AT WORK

55. OCCURS HOW OFTEN? 56. IMPROVING FOR YOU?

MY IMMEDIATE SUPERVISOR MAKES IT EASY FOR ME TO GET ALONG WITH MY CO-WORKERS

57. OCCURS HOW OFTEN? 58. IMPROVING FOR YOU?

MY CO-WORKERS DISCOURAGE OPINIONS DIFFERENT FROM THEIR OWN

59. OCCURS HOW OFTEN? 60. IMPROVING FOR YOU?

To what extent do you agree with the statements below (61-72)? Use the following scale to record your answers:

- A. Strongly agree
- B. Moderately agree
- C. Neutral
- D. Moderately disagree
- E. Strongly disagree

- 61. OUR FRINGE BENEFITS (Medical services, recreational facilities, commissary privileges, etc.) COVER MOST OF THE AREAS THEY SHOULD
- 62. MY IMMEDIATE SUPERVISOR IS A WORTHWHILE PERSON
- 63. MY PAY IS LOWER THAN THAT OF SIMILAR JOBS IN CIVILIAN LIFE
- 64. MY IMMEDIATE SUPERVISOR TREATS PEOPLE UNFAIRLY
- 65. I MAKE ENOUGH MONEY FROM MY JOB TO LIVE COMFORTABLY
- 66. MY IMMEDIATE SUPERVISOR STANDS UP FOR WHAT HE BELIEVES IS RIGHT
- 67. THE FRINGE BENEFIT PROGRAM (Medical services, recreational facilities, commissary privileges, etc.) IN THE NAVY LACKS THE SECURITY I WANT
- 68. MY IMMEDIATE SUPERVISOR SEEMS LIKE AN INTELLIGENT PERSON
- 69. MY PAY IS TOO LOW FOR THE WORK I DO
- 70. MY IMMEDIATE SUPERVISOR PERFORMS UNSATISFACTORILY ON HIS JOB
- 71. THE NAVY HAS AN ATTRACTIVE FRINGE BENEFIT PROGRAM
- 72. MY PAY IS ADEQUATE TO PROVIDE FOR THE BASIC THINGS IN LIFE

SECTION III

Listed below are a number of issues concerning Navy life such as GOOD PAY FOR MY WORK. Indicate HOW IMPORTANT each is to you. Also indicate HOW MUCH MORE of each you would like to have to be satisfied with Navy life. If you are already pretty much satisfied with Navy life, then choose response "A".

Indicate HOW IMPORTANT each issue is to you in \_\_\_\_\_ Indicate HOW MUCH MORE of each you would like to have in terms of the following scale:

- |  |   |
|--|---|
| <p>A. Not important</p> <p>B. Slightly important</p> <p>C. Moderately important</p> <p>D. Very important</p> <p>E. Extremely important</p> | <p>A. Things are pretty much o.k. the way they are</p> <p>B. Would like slightly more</p> <p>C. A fair degree more</p> <p>D. Much more</p> <p>E. Very much more</p> |
|--|---|

GOOD PAY FOR MY WORK	73. HOW IMPORTANT?	74. HOW MUCH MORE?
BEING CHALLENGED BY MY WORK	75. HOW IMPORTANT?	76. HOW MUCH MORE?
BEING ABLE TO USE MY OWN APPROACH ON THE JOB	77. HOW IMPORTANT?	78. HOW MUCH MORE?
COOPERATIVE RELATIONS WITH MY CO-WORKERS	79. HOW IMPORTANT?	80. HOW MUCH MORE?
FREQUENT IMPROVEMENTS IN FRINGE BENEFITS	81. HOW IMPORTANT?	82. HOW MUCH MORE?
MAKING FULL USE OF MY ABILITIES AT WORK	83. HOW IMPORTANT?	84. HOW MUCH MORE?
FREQUENT RAISES IN PAY	85. HOW IMPORTANT?	86. HOW MUCH MORE?
BEING GIVEN RECOGNITION FOR MY EFFORTS WHEN DESERVED	87. HOW IMPORTANT?	88. HOW MUCH MORE?

Indicate HOW IMPORTANT each issue is to you

- A. Not important
- B. Slightly important
- C. Moderately important
- D. Very important
- E. Extremely important

Indicate HOW MUCH MORE of each you would like to have

- A. Things are pretty much o.k. the way they are
- B. Would like slightly more
- C. A fair degree more
- D. Much more
- E. Very much more

---

A COMPLETE FRINGE BENEFIT PROGRAM	89. HOW IMPORTANT?	90. HOW MUCH MORE?
DEVELOPING NEW SKILLS AND KNOWLEDGE AT WORK	91. HOW IMPORTANT?	92. HOW MUCH MORE?
OPENNESS AND HONESTY BETWEEN MY SUPERVISOR AND ME	93. HOW IMPORTANT?	94. HOW MUCH MORE?
RESPECT FROM MY CO-WORKERS	95. HOW IMPORTANT?	96. HOW MUCH MORE?
MUTUAL TRUST WITH MY IMMEDIATE SUPERVISOR	97. HOW IMPORTANT?	98. HOW MUCH MORE?

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(CONTINUED ON NEXT PAGE)

SECTION IV

POLICY CHANGES MAY BE SEEN AS TAKING PLACE IN VARIOUS AREAS DURING THE PAST TWO YEARS. IN YOUR OPINION, HAS NAVY LIFE IMPROVED, NOT CHANGED OR GOTTEN WORSE IN THE FOLLOWING AREAS AS A RESULT OF THESE CHANGES (Q99 - 106)?

- A. IMPROVED
- B. NOT CHANGED
- C. GOTTEN WORSE

- 99. REGULATIONS (Such as, wearing of work and civilian clothing, beards and mustaches, timely forwarding of requests via the chain of command)
- 100. LEAVE AND LIBERTY (Such as, more leave granted while deployed, a 30-day stay required in port after being at sea in order to permit more leave, more free time during holidays, overnight liberty privileges)
- 101. PERSONAL SERVICES (Such as, ship stores acceptance of checks, lengthening of commissary hours, providing transportation from transient aircraft, making it easier to check in and out of ships and stations)
- 102. EQUAL RIGHTS OPPORTUNITIES (Such as, checking on equal rights practices, correcting violations, making available commodities, and services requested by minority groups)
- 103. RETENTION PROGRAMS (Such as, setting up a Personal Affairs Division in BuPers, asking various grades for retention ideas, providing the opportunity for sea duty extension, honoring reenlistees)
- 104. LIVING AND HOUSING CONDITIONS (Such as, providing better housing, lockers, wash facilities, beer vending machines in Bachelor Officer Quarters)
- 105. FAMILY SERVICES (Such as, starting sponsor program for families arriving on PCS, charter flights for dependents, improved services in commissaries, dispensaries, Family Services Centers, etc.)

106. JOB AND CAREER DEVELOPMENT (Such as, increased responsibility, elimination of petty tasks, recognition of technical excellence, providing professional and technical training)

107. INDICATE HOW SATISFIED YOU ARE WITH NAVY LIFE.

- A. Very satisfied
- B. Moderately satisfied
- C. Neutral
- D. Moderately dissatisfied
- E. Very dissatisfied

108. DO YOU BELIEVE YOU ARE MORE SATISFIED NOW WITH NAVY LIFE AS THE RESULT OF RECENT POLICY CHANGES THAN YOU WERE A YEAR AGO?

- A. No
- B. Slightly more
- C. Moderately more
- D. Much more
- E. Very much more
- F. Was satisfied before

109. TO WHAT EXTENT DOES THE COMMANDER OF YOUR ACTIVITY SUPPORT POLICIES INSTITUTED THROUGH Z-GRAMS?

- A. Supports all policies
- B. Supports most policies
- C. Supports some but not others
- D. Supports hardly any
- E. Supports none
- F. Don't know

110. HOW WOULD YOU DESCRIBE YOUR IMMEDIATE SUPERVISOR'S SUPPORT OF THE PERSONNEL POLICIES INSTITUTED BY Z-GRAMS?

- A. Supports all policies
- B. Supports most policies
- C. Supports some but not others
- D. Supports hardly any
- E. Supports none

111. WHAT IS THE RANK OF YOUR IMMEDIATE SUPERVISOR?

- A. Warrant Officer
- B. ENS, LTJG, or LT
- C. LCDR or above

TO WHAT EXTENT HAVE Z-GRAMS BROUGHT ABOUT THE FOLLOWING CONDITIONS (112-118)?

- A. HAVE HAD A GREAT DEAL OF INFLUENCE IN BRINGING THIS CONDITION ABOUT
- B. HAVE HAD A MODERATE INFLUENCE IN BRINGING THIS CONDITION ABOUT
- C. HAVE HAD ONLY A SLIGHT INFLUENCE IN BRINGING THIS CONDITION ABOUT
- D. HAVE HAD NO INFLUENCE IN BRINGING THIS CONDITION ABOUT
- E. NO IMPROVEMENT WAS NECESSARY

112. Increasing the amount of respect I get from those above me in rank

113. Reducing the boring aspects of my work

114. Strengthening my feeling of importance in the Navy

115. Providing more of an opportunity to grow on my job

116. Improving unsatisfactory food, living conditions, and facilities in the Navy

117. Deepening the extent to which my feelings are overlooked by those of about equal rank as myself

118. Improving the Navy's contribution to the practical comforts in my life

SOCIAL SECURITY NUMBER: \_\_\_\_\_

ARE YOU IN YOUR FIRST OBLIGATION OR NO MORE THAN ONE  
YEAR BEYOND?      Yes \_\_\_\_\_ No \_\_\_\_\_

Rank each of the following factors in the order of importance needed to form the ideal job for you. Give a rank of "1" to the item that you MOST prefer in the ideal job, a rank of "8" to the item you LEAST prefer, and so on for the factors in between.

After completing the ranking, then divide up a 100 points among the eight factors. Give the highest number of points to the item you prefer MOST, the lowest number of points to the factor you prefer LEAST, and so on for the items in between. After you have completed distributing the points, please check to be sure they add to 100. Put your answers on this sheet.

<u>Points</u>	<u>Ranking</u>	
_____	_____	High pay
_____	_____	A chance to be stimulated and challenged by my job
_____	_____	Open and trusting relationships with others of about the same rank as I
_____	_____	Excellent fringe benefits
_____	_____	A relationship with my supervisor that includes honesty and mutual respect
_____	_____	Job security (includes desirable rate of advancement)
_____	_____	Satisfactory amount of time at home
_____	_____	Other factors

TOTAL 100

PLEASE RETURN THIS PAGE ALONG WITH THE SPECIAL ANSWER SHEET.

THANK YOU VERY MUCH FOR YOUR COOPERATION.

PERCENTAGE CROSS-TABULATIONS ARE FURNISHED,  
UPON REQUEST,

FROM:

DR. GERRY WILCOVE  
NAVAL PERSONNEL RESEARCH AND  
DEVELOPMENT CENTER  
SAN DIEGO, CALIFORNIA 92152

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APPENDIX G

MEAN DATA FOR IMPROVEMENT ITEMS:  
TOTAL JUNIOR OFFICER RESPONDENT GROUP

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TABLE 23

MEAN DATA FOR IMPROVEMENT ITEMS BY NEED CATEGORY  
TOTAL JUNIOR OFFICER RESPONDENT GROUP

Questionnaire Item	Need Category <sup>a</sup>	Item Mean
16	G	3.65
18	RP	3.31
20	Miscellaneous	3.55
22	B	3.52
24	RS	3.41
26	RP	3.32
28	RS	3.26
30	G	3.37
32	ST	3.31
34	RP	3.34
36	B	3.62
38	RS	3.56
40	RS	3.39
42	G	3.17
44	RS	3.34
46	G	3.18
48	RS	3.40
50	ST	3.43
52	RP	3.53
54	RS	3.26
56	G	3.16
58	RS	3.32
60	P	3.25
100	FB	2.62
101	FB	2.63
104	FB	2.37
105	FB	2.30

<sup>a</sup> Need categories are coded as follows:

Relatedness

G = Growth

RP = respect from peers

RS = respect from supervisor

Interpersonal

B = belonging

ST = status

Existence

FB = fringe benefits

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APPENDIX H

CORRELATIONAL DATA AND REGRESSION ANALYSES  
FOR JUNIOR OFFICERS: FIELD SAMPLE

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TABLE 24

CORRELATIONS FOR JUNIOR OFFICERS BETWEEN THE NEED CATEGORIES  
OF THE EXPANDED E.R.G. MODEL AND OVERALL SATISFACTION  
WITH NAVY LIFE  
(N = 182)

Need Category	Mean for the Need Category <sup>a</sup>	Correlation with Overall Satisfaction	Proportion of Shared Variation
Growth	2.95	.58	.34
Interpersonal	3.40	.38	.14
Respect for Supervisor	4.01	.38	.14
Respect from Supervisor	3.39	.37	.14
Fringe Benefits	3.88	.33	.11
Respect from Peers	3.85	.24	.06
Pay	3.46	.11	.01

a Need satisfaction items were reverse scored where necessary, leading to one set of coded responses ranging from 5 (strongly satisfied) to 1 (strongly dissatisfied)

TABLE 25

CORRELATIONS FOR JUNIOR OFFICERS BETWEEN THE NEED CATEGORIES  
OF THE EXPANDED E.R.G. MODEL AND CURRENT SERVICE PLANS  
(N = 182)

Need Category	Mean for the Need Category <sup>a</sup>	Correlation with Service Plans	Proportion of Shared Variation
Growth	2.95	-.43	.18
Respect for Supervisor	4.01	-.27	.07
Interpersonal	3.40	-.24	.06
Respect from Supervisor	3.39	-.20	.04
Fringe Benefits	3.83	-.18	.03
Respect from Peers	3.88	-.17	.03
Pay	3.46	-.09	.01

a Need satisfaction items were reverse scored where necessary, leading to one set of coded responses ranging from 5 (strongly satisfied) to 1 (strongly dissatisfied). The current service plan item was coded from 3 (low career motivation) to 1 (high career motivation), thus accounting for the negative correlations which were found.

TABLE 26

STEPWISE MULTIPLE REGRESSION ANALYSIS FOR JUNIOR OFFICERS  
 USING NEED CATEGORIES TO PREDICT OVERALL SATISFACTION  
 WITH NAVY LIFE  
 (N = 182)

Need Category	Multiple R with Overall Satisfaction	Proportion of Shared Variation
Growth	.582	.34
Respect for Supervisor	.633	.40
Fringe Benefits	.657	.43
Respect from Peers	.6720	.45
Pay	.6722	.45
Respect from Supervisor	.6724 <sup>a</sup>	.45

a This multiple R can be corrected for shrinkage to estimate the value that would be obtained if the same set of variables were applied to a new sample. This yields a multiple R of .64.

NOTE-The Interpersonal Need did not enter the prediction equation as it did not increase the multiple correlation.

TABLE 27

STEPWISE MULTIPLE REGRESSION ANALYSIS FOR JUNIOR OFFICERS  
 USING NEED CATEGORIES TO PREDICT CURRENT SERVICE PLANS  
 (N = 182)

Need Category	Multiple R with Service Plans	Proportion of Shared Variation
Growth	.427	.18
Respect for Supervisor	.462	.21
Respect from Peers	.471	.22
Respect from Supervisor	.478	.23
Interpersonal	.484	.23
Pay	.486	.24
Fringe Benefits	.487a	.24

a The multiple R can be corrected for shrinkage to estimate the value that would be obtained if the same set of variables were applied to a new sample. This yields a multiple R of .43.

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