

ADA 028257

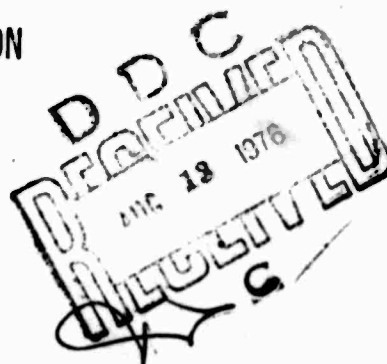
The views expressed in this paper are those of the author and do not necessarily reflect the views of the Department of Defense or any of its agencies. This document may not be released for open publication until it has been cleared by the appropriate military service or government agency.

20 MAY 1976

FACTORS INFLUENCING JOB SATISFACTION
AMONG ARMY CHAPLAINS

By

CHAPLAIN(COLONEL) KERMIT D. JOHNSON



US ARMY WAR COLLEGE, CARLISLE BARRACKS, PA 17013

Approved for public release;
distribution unlimited.

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle)		5. TYPE OF REPORT & PERIOD COVERED
6. FACTORS INFLUENCING JOB SATISFACTION AMONG ARMY CHAPLAINS,		Individual Study Project
7. AUTHOR(s)		8. CONTRACT OR GRANT NUMBER(s)
10. Chaplain (Colonel) Kermit D. Johnson		
9. PERFORMING ORGANIZATION NAME AND ADDRESS		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
US Army War College Carlisle Barracks, Pennsylvania 17013		
11. CONTROLLING OFFICE NAME AND ADDRESS		12. REPORT DATE
Same as Item 9.		10 May 1976
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		13. NUMBER OF PAGES
12103p		102
15. SECURITY CLASS. (of this report)		16. DISTRIBUTION STATEMENT (of this Report)
Unclassified		Approved for public release; distribution unlimited.
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number)		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number)		
This research on job satisfaction among US Army chaplains is based on a mail survey response of 998 chaplains out of 1411 in the Army chaplaincy. Factors which influence job satisfaction were explored by means of a three-fold model: (1) How chaplains see themselves; (2) How chaplains view their work; and (3) How chaplains view the organization. These perspectives of self-image, job content, and organization were found to be mutually reinforcing in describing a very high level of job satisfaction among Army		

chaplains. Chaplains were found to differ most on certain organizational policies and practices. However, they basically have a positive view toward "the organization"--their denomination, the Army chaplaincy, and command. Certain professional irritants were singled out. By means of demographic information, comparisons were made as to how chaplains feel about their work and role as chaplains. For example, the level of present job satisfaction was compared for each component, rank, marital state, and major denominational grouping. The research discussion ends with an examination of data pointing to the possibilities and problems involved in chaplain collegial relationships. Final conclusions are made with respect to role and assignment, career considerations and compensations, organization, and education. The research is of interest to all chaplains and to those charged with personnel and programming responsibilities.

The views expressed in this paper are those of the author and do not necessarily reflect the views of the Department of Defense or any of its agencies. This document may not be released for open publication until it has been cleared by the appropriate military service or government agency.

USAWC MILITARY STUDIES PROGRAM PAPER

FACTORS INFLUENCING JOB SATISFACTION
AMONG ARMY CHAPLAINS

INDIVIDUAL STUDY PROJECT

by

Chaplain(Colonel) Kermit D. Johnson

US Army War College
Carlisle Barracks, Pennsylvania 17013
20 May 1976

Approved for public release;
distribution unlimited.

AUTHOR(S): Kermit D. Johnson, Chaplain (COL)

TITLE: Factors Influencing Job Satisfaction Among Army Chaplains

FORMAT: Individual Study Project

DATE: 20 May 1976

PAGES: 102

CLASSIFICATION: Unclassified

This research on job satisfaction among US Army chaplains is based on a mail survey response of 998 chaplains out of 1411 in the Army chaplaincy. Factors which influence job satisfaction were explored by means of a three-fold model: (1) How chaplains see themselves; (2) How chaplains view their work; and (3) How chaplains view the organization. These perspectives of self-image, job content, and organization were found to be mutually reinforcing in describing a very high level of job satisfaction among Army chaplains. Chaplains were found to differ most on certain organizational policies and practices. However, they basically have a positive view toward "the organization"--their denomination, the Army chaplaincy, and command. Certain professional irritants were singled out. By means of demographic information, comparisons were made as to how chaplains feel about their work and role as chaplains. For example, the level of present job satisfaction was compared for each component, rank, marital state, and major denominational grouping. The research discussion ends with an examination of data pointing to the possibilities and problems involved in chaplain collegial relationships. Final conclusions are made with respect to role and assignment, career considerations and compensations, organization, and education. The research is of interest to all chaplains and to those charged with personnel and programming responsibilities.

ACCESSION IN	
NTIS	WFO Section ☒
DTIC	Bull. Section ☐
DTIC	DTIC ☐
DISTRIBUTION	
BY	
DISTRIBUTION, AVAILABILITY	
Date	
A-AM	
A	

PREFACE

This Individual Study Project was initiated in response to a request by the Office of the Chief of Chaplains, Department of the Army, for research into those factors which influence job satisfaction among Army chaplains. The project was produced under the direction of the US Army War College Strategic Studies Institute with Chaplain (Colonel) Charles F. Kriete as Study Adviser. Assistance was also received from Dr. Donald D. Penner of the Staff and Faculty, US Army War College and Chaplain(LTC) Wendell T. Wright of the United States Army Chaplain Board. Survey results were processed by the Carlisle Barracks Production Support Section of the Automatic Data Processing Support Division under the leadership of Captain John E. Felch, Jr.

TABLE OF CONTENTS

	Page
ABSTRACT	ii
PREFACE	iii
CHAPTER I. INTRODUCTION	1
Survey of General Literature	1
Statement of the problem	4
Objective	4
Assumptions	4
Hypotheses	5
Procedure	7
II. RESULTS OF RESEARCH	11
Demographic Profile	11
How Chaplains See Themselves	13
How Chaplains View Their Work	19
How Chaplains Look at the Organization	32
III. DISCUSSION OF RESULTS	44
How Chaplains See Themselves	44
How Chaplains View Their Work	45
How Chaplains Look at the Organization	49
Composite Impressions	55
IV. SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS	61
Conclusions	61
Reliability of the Findings	66
Recommendations	68
SELECTED BIBLIOGRAPHY	69
APPENDIX 1. COPY OF SURVEY AND COVER LETTER	72
APPENDIX 2. DISPLAY OF SURVEY RESULTS, ALL CHAPLAINS	84
DISTRIBUTION	98

CHAPTER I

INTRODUCTION

An investigation into the general literature dealing with job satisfaction has shown a great variety of approaches to the subject. Early research viewed job satisfaction along a single continuum, so that a person would experience greater or lesser satisfaction depending on the degree to which certain factors were satisfied. In this understanding a person receiving a 50 dollar monthly salary raise would be more satisfied than if he received a 25 dollar raise. This could be called a "traditional approach."¹

This approach was challenged in 1959 by the "two factor theory" of Herzberg, Mausner and Synderman.² Their research indicated certain "intrinsic factors" are "satisfiers" or "motivators" such as recognition, achievement, responsibility, possibility for growth, advancement and the nature of the work itself. These elements alone, they concluded, offer job satisfaction. Extrinsic factors or "hygiene factors," on the other hand, may cause dissatisfaction, but are not the elements of job satisfaction. These elements include salary (which can be regarded as "intrinsic" also if regarded as an element of status), interpersonal relations with superiors, peers and subordinates, technical supervision, company policy and administration, working conditions, personal life factors and job security. The satisfiers then, are intrinsic factors involving job content or the work itself, whereas the dissatisfiers involve job context or the conditions surrounding the job.

Numerous studies have since challenged the validity of Herzberg's Two-Factor Theory.³ Critics have indicated that the two factor theory is rigid, oversimplified, unable to account for individual differences, and simply not true in many cases. Many research studies have shown that both extrinsic and intrinsic factors can be satisfiers or dissatisfiers. In any event, Herzberg's Two-Factor Theory has been the fountainhead and touchstone for the continuing flow of research in the area of job satisfaction.

Earlier work by A. H. Maslow (1943) on the "need hierarchy" theory has been the basis of other research on job satisfaction.⁴ Parallels have been drawn between Maslow and Herzberg by equating Maslow's lower-order needs with Herzberg's extrinsic factors and higher-order needs with intrinsic factors. There seems to be much support for the idea that higher order needs can be satisfiers only after lower order needs are met. However, some research indicates that in lower-level occupations persons are apt to be motivated by lower-order needs such as salary and security. Whereas this finding is supported by Maslow's need hierarchy, it is not substantiated by Herzberg's Two Factor Theory.

Still another approach is that of Leon Festinger's "cognitive dissonance."⁵ This theory is based on the assumption that people attempt to avoid inconsistencies in their cognitive beliefs. Job satisfaction is, therefore, seen as a process of cognitive balance where continual adjustments are made. Withholding satisfaction in one area may be balanced off by the reweighting of another factor. Thus, in terms of Herzberg and Maslow, if higher needs are not satisfied,

this "dissonance" can be reduced by a readjustment of attitude where the person puts a heavier weight on hygiene factors.

Paul Wernimont extended the research of cognitive dissonance into an input-output balancing system.⁶ Input is the employee's efforts and working environment whereas output is employee satisfaction and performance. Wernimont uses the idea of a "work contract" where an employee has certain "expectations" which are either stated or understood. If these expectations are fulfilled, satisfaction results. If they are not, the balance of the input-output equation is affected so that a person may reduce the quality of his performance, or even quit his job if the disequilibrium is too great.

Attempts to identify specific emphases in job satisfaction have been the subject of much research: Edward Lawler's "core dimensions" emphasizing variety, autonomy, task identity, and feedback;⁷ Robert Ford's "Pull In - Pull Down" which allows a person to "run his job"--free from oversupervision from "above" or fragmentation from the "side"⁸; Alen Mogensen's "work simplification" which stresses job enrichment and improvement through team participation⁹; and Everett C. Hughes "motivation media" by which management provides motivation media to meet the individual motivation needs of achievement, growth, responsibility, and recognition.¹⁰

From this brief survey, it is evident that job satisfaction can be approached through the use of various models. It does not appear necessary to be committed to any of these models in order to do research in the field. Instead, from these approaches, the various factors which have been found to be indicators of job satisfaction can be isolated

and used as a basis for surveying job satisfaction in the Army Chaplaincy. In this way the benefit from prior general research is not lost, while at the same time commitment to a theory which may be disputed is avoided. The research found in this paper was conducted on this basis. Survey statements were devised on the basis of job satisfaction factors discovered in the general literature and organized in a manner to be described in the next section.

STATEMENT OF THE PROBLEM

All of the significant factors pertaining to job satisfaction may be considered under one of three categories: the chaplain's view of himself, his job, and the organization(s) with which he is associated. Therefore, the objective of this research is stated as follows: to study the factors which influence job satisfaction among Army chaplains by:

1. Developing a self-profile of how chaplains see themselves.
2. Discovering how chaplains view their work.
3. Determining how chaplains look at the organization or "the system."

In accordance with these objectives, the following assumptions are made:

1. The chaplain's work, though containing mystical elements, can also be observed and examined just as with other jobs. Chaplains are not to be viewed as unique, mystical beings who do not have human needs. Therefore, the landmark works of such authorities as Maslow, Herzberg, Vroom, McGregor, Lawler and Festinger provide a basic

foundation and starting point for examining the factors of chaplain job satisfaction.

2. When a clergyman moves from a civilian to a military environment, he must adjust to a different reward system.

3. The US Army Chaplain works in an environment where it is necessary for him to reconcile his personal actions and goals to competing and sometimes conflicting authority figures: his commander, his supervisory chaplain, his denominational representative, as well as the lay community. He responds institutionally to the US Army, the Army chaplaincy, his denominational church and the local lay community.

4. Whether job satisfaction and satisfaction with life are independent variables or not, about which there is conflicting research, need not be a concern of this paper. The level of job satisfaction for different factors can be measured, whether or not this stems from life satisfaction.

5. It is not within the scope of this paper to determine what are or what should be the full scope of organizational needs of the Army, the chaplaincy, or denominations. In relation to chaplain job satisfaction, these organizational needs will be treated as "givens," each of which will conflict or converge with individual chaplain needs, or be exclusive to them.

Specific hypotheses to be tested were selected as follows:

1. Certain demographic characteristics of chaplains will correlate with job satisfaction level.

2. One of the key indicators of job satisfaction is the way in which the chaplain sees himself as evidenced by:

- a. Feelings of success or achievement.
- b. A sense of personal growth.
- c. Acceptance and recognition by supervisors, peers, and laypersons of the community.
- d. Personal family considerations.

3. Job content is an important factor in job satisfaction in terms of:

- a. Desired roles and functional areas.
- b. Utilization of skills and abilities.
- c. Work factors such as challenge, autonomy, variety, and opportunity for professional growth.

4. The level of job satisfaction relates to how the chaplain perceives the organization or "system" in its:

- a. Quality of supervisory leadership in command, chaplaincy, and denomination.
- b. Communication process and reward system.
- c. Training and education opportunities.
- d. Policies and administration.
- e. Openness to Chaplain participation in career decisions.

5. Chaplains are seeking more definitive signals from the chaplaincy in terms of career patterns and expectations, i.e., what one must do to be promoted, whether one should pursue civilian or service school education, and whether it is better to be a "generalist" or a "specialist," etc.

6. Chaplains encounter certain identifiable stresses which are associated with situational events or decisions, or long-term irritants or impediments to the practice of ministry.

The testing of the aforementioned hypotheses should yield data "identifying positive and negative factors which influence current levels of job satisfaction" in the Army chaplaincy.¹¹ It should also be possible to identify career stress periods as well as continuing "professional irritants or impediments to the practice of ministry."¹²

PROCEDURE

After a review of the literature relating to job satisfaction, the author collated the factors of job satisfaction found in the general literature, together with issues raised in numerous chaplain publications and his own intuitive and experiential assessment of the problem.

This collation resulted in listing major areas of job satisfaction/dissatisfaction under the three categories of investigation, namely, the chaplain's view of himself, his work, and the organization(s) with which he is associated. The next step involved the devising of specific questions in each major area of job satisfaction/dissatisfaction for inclusion in a survey instrument. In addition to the three part section testing attitudinal response, a demographic or biographical section was also included.

The survey instrument was then pre-tested at two posts of varied composition: Ft. Knox, Kentucky, a large post with school and training, and Ft. McPherson, Georgia, a small post with a headquarters and

garrison. Pre-testing focused particularly on clarity of wording and sentence construction, but also included a discussion of content. From individual interviews with chaplains who took the pre-test survey, valuable suggestions were received for additional questions.

The revised survey was then prepared and mailed to every active duty Army chaplain, with a forwarding letter signed by the Chief of Chaplains. Participation was on a voluntary basis. The particular survey instrument used was a Likert type scale designed to measure attitude. The "no opinion" category was omitted since all statements in the questionnaire concern matters about which chaplains have personal knowledge and definitive attitudes. Provision was made for omission of a question by the following statement in the instructions: "If you feel strongly that you are unable to respond to a particular statement, you may omit it. However, please do not omit a response simply because it is difficult to answer."

The Likert type scale lends itself readily to computer analysis because of the standard electrographic sheets which the respondent uses. Entries were checked numerically from 1 to 4 by the following categories: "Strongly agree," "Agree," "Disagree," and "Strongly Disagree." The computer printout listed the percentage and number of chaplains responding to each category, the total number of chaplains answering each question, the average numerical response, and standard deviation.

After receiving over 800 surveys, initial analysis was started to get a feel for how chaplains see themselves, their work, and the organization. Very early it became clear that the level of job

satisfaction was high. However, differences began to emerge within the categories of rank, component, denomination, and marital state as each was cross tabulated with various questions. Further analysis proceeded after some 998 surveys were received, in which persons answering a question in a specific way were compared in terms of how they answered other questions. For example, those who agreed or disagreed with the statement "Most of my closest friends are chaplains" were compared in the way they answered "I would rather work alone than in a chaplain group." Other analyses centered around attempting to discover the differences between those chaplains who were very satisfied with their present job, those less satisfied, and those dissatisfied, to determine what those satisfiers or dissatisfiers might be. The same analysis was done in relation to questions on success and overall role as a clergyman in the Army. Finally, specific questions were addressed, such as whether those chaplains possessing doctorates feel their education is being underutilized or not.

The stated hypotheses provided the framework within which results were analyzed. The threefold model of how chaplains see themselves, their work, and the organization proved to be a very useful tool in bringing together the vast amount of information supplied by the permutations and combinations of 107 survey questions. There is no certainty the author has been able to pull out most of the important information. However, the threefold model insures a correlation between the general literature and research which has been done in the field of job satisfaction and the results of the chaplain survey. These results are indicated in the next section.

CHAPTER I

FOOTNOTES

1. Bonnie Carroll, Job Satisfaction, 1973, p. 4.
2. Lil Cummings and Donald P. Schwab, Performance in Organizations, 1973, p. 25. See also Ibid., pp. 4-5.
3. Ibid., p. 26 and Carroll, p. 5.
4. Cummings and Schwab, p. 23. See also Carroll, pp. 6-7 and Office of the Assistant Secretary of Defense, Job Satisfaction in Industry and in the Military, September 1973, pp. 6-8.
5. Carroll, pp. 7-8.
6. Carroll, p. 8.
7. OASD, pp. 10-11.
8. OASD, pp. 12-13.
9. OASD, pp. 16-18.
10. OASD, pp. 28-30.
11. USAWC memorandum, Subject: Selection of Topics for the Military Studies Program, dated 18 Sep 1975, p. 3, statement of the Office of the Chief of Chaplains as to why research is needed.
12. Ibid.

CHAPTER II

RESULTS OF RESEARCH

DEMOGRAPHIC PROFILE (Questions 1-16)

Based on the demographic information provided by 998 chaplains responding to the survey, it is possible to develop a general chaplain profile of respondents. The average chaplain is 36 years old in the grade of major with 5.6 years service in addition to 3.4 years civilian clergy experience. Age statistics are weighted to some extent by the fact that Roman Catholic priests are somewhat older, averaging 42 years. Chaplains are distributed in components as follows: 7.5% in the National Guard, 28.9% in the Regular Army, and 63.6% in the United States Army Reserve. 80.5% are married, 17.5% are single, and 2% are divorced or separated. Denominationally 80.2% are Protestant, 14.8% Roman Catholic, 2.4% Jewish, and 2.6% from other church groups. They are highly educated. More than half have master's degrees in addition to a Bachelor or Master of Divinity degree and 5.9% possess doctorates. Over a third have had Clinical Pastoral Education of a quarter or more. Nearly two-thirds have completed the Chaplain Advanced Course, 15.2% have finished the US Army Command and General Staff College, and 3.6% have completed a senior service college. Racially, 91.6% are caucasian, 4.9% are black (compared with the Army officer average of 4.8%), and the remaining 3.5% are American Indian, Oriental, Spanish-American and of other racial background. In current assignments, approximately 65% are ministering directly to the needs of servicemen and their dependents, 20% are

in supervisory, administrative or staff assignments, 10% are students, and 5% are engaged in education on staffs and faculties of service schools.

The demographic sample consisted of 998 chaplains out of 1411 chaplains on active duty, a 70.7% response for the mail survey. Listed below is a breakout of the percentages of chaplains in various categories, for example, the percentage of chaplains in the chaplaincy whose rank is captain (32.7%). For comparison purposes, a similar breakout is listed for chaplains who responded to the survey, i.e., of the 998 chaplains responding, 30.5% were captains.

<u>RANK</u>	<u>CHAPLAINCY</u>	<u>SURVEY</u>
CPT	32.7%	30.5%
MAJ	38.9%	40.1%
LTC	22.1%	22.6%
COL	6.2%	6.8%
<u>DENOMINATION</u>		
JEWISH	1.8%	2.4%
PROTESTANT	79 %	80.2%
ROMAN CATHOLIC	19.3%	14.8%
OTHER		2.6%
<u>COMPONENT</u>		
Regular Army	26.6%	28.9%
Reserve	65.8%	63.6%
National Guard	7.7%	7.5%

<u>RANK</u>	<u>CHAPLAINCY</u>	<u>SURVEY</u>
Caucasian	94.3%	91.6%
Black	5 %	4.9%
All minorities (incl Black)	5.7%	8.4%

HOW CHAPLAINS SEE THEMSELVES (Questions 17-29)

From the general literature on job satisfaction, there is strong indication that a person's self-image is one important factor in determining job satisfaction. There is some disagreement as to whether high job satisfaction and achievement are instrumental in determining a high self-image or whether a person who enjoys a high sense of "life satisfaction" and has a high view of himself is thereby predisposed toward job satisfaction. It is not necessary to cut this Gordian knot, but simply to note the inner connection and relationship between self-image and job satisfaction. On this basis of self-image, chaplains experience a very high sense of job satisfaction.

Several factors can be isolated which are indicators of how people see themselves. The factors used to determine the chaplain's self-profile are as follows: feelings of success or achievement; a sense of personal growth; acceptance by supervisors, peers, and laypersons of community; and personal family considerations.

Specific numbered survey questions have been linked to these factors which describe self-image with the following results:

1. Feelings of success or achievement.

17. In my mind, I believe my service as an Army chaplain has been a success.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	1.36			
	1	2	3	4
%:	66.5	31.6	1.5	0.4

Chaplains who strongly agreed their service as an Army chaplain has been a success were compared with those in lesser agreement.

Relevant demographic differences are as follows:

	<u>% Strongly Agree service a success</u>	<u>% in lesser agreement (agree, disagree, strongly disagree)</u>	<u>Survey % of Chaplains in each category</u>
<u>Marital State</u>			
Single	15.6	20.9	17.5
Married	82.5	77.0	80.5
Divorced or Separated	<u>1.9</u>	<u>2.1</u>	<u>2.0</u>
	100 %	100 %	100 %
<u>Denomination</u>			
Jewish	2.3	2.7	2.4
Protestant	82.3	77.1	80.2
Roman Catholic	13.3	17.1	14.8
Other	<u>2.1</u>	<u>3.0</u>	<u>2.6</u>
	100 %	99.9%	100 %

A very small percentage of chaplains do not see their service as a success (1.9%). Two-thirds of all chaplains strongly believe their service has been a success. The factors which pertain to the difference

between those strongly agreed and those in lesser agreement are not sharply defined. However, those in lesser agreement as a group are slightly less satisfied with their present job (90.3% strongly agreed vs 80.3% in lesser agreement), and with their role as a clergyman in the Army (93.3% vs 78.9%).

18. I am more satisfied with my work as an Army chaplain than I would be as a civilian clergyman.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.	1.85	.	.
	1	2	3	4
%:	37.9	41.8	18.2	2.1



% Agreement

19. I have a strong desire to influence other people.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.	1.85	.	.
	1	2	3	4
%:	27.2	61.4	10.7	0.7

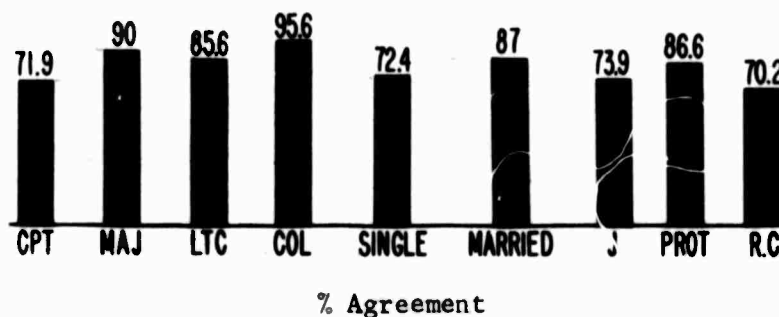
22. I have felt confident in my ability to do nearly any task required of me as a chaplain.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.	1.54	.	.
	1	2	3	4
%:	51.2	44.2	4.0	0.5

2. A sense of personal growth.

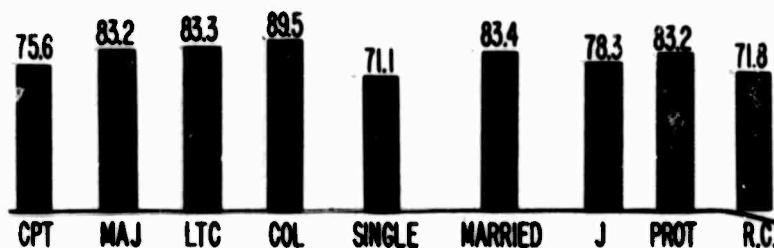
21. During my time in the chaplaincy, I have experienced considerable intellectual growth.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.	1.82	.	.
	1	2	3	4
%:	37.3	46.5	12.6	3.5



26. During my time in the chaplaincy, I have experienced considerable spiritual growth.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.	1.82	.	.
	1	2	3	4
%:	28.1	53.2	17.5	1.3



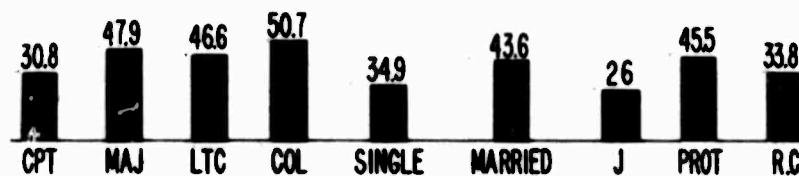
3. Acceptance and recognition by supervisors, peers, and laypersons of the community.

20. My fellow chaplains have a high degree of respect for me.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Average:	.	1.76	.	.
	1	2	3	4
%:	27.8	68.8	2.8	0.6

23. Most of my closest friends are chaplains.

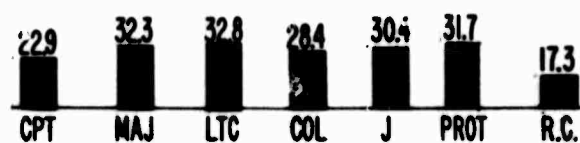
	Strongly Agree	Agree	Disagree	Strongly Disagree
Average:	.	2.55	.	.
	1	2	3	4
%:	7.7	35.1	51.6	5.6



% Agreement

24. What my rating officer thinks of me matters more than what my denominational representative thinks of me.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Average:	.	2.87	.	.
	1	2	3	4
%:	4.6	24.9	49.1	21.4

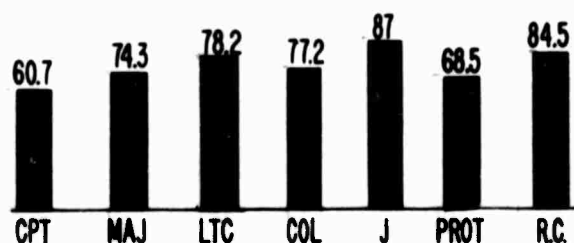


25. My rank is the most important factor in defining my social status as an Army chaplain.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Average:	.	3.41	.	.
	1	2	3	4
%:	2.9	5.5	38.8	52.8

27. How laypersons of my military congregation/parish regard me is more important than what my commanding officer thinks of me.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.	2.17	.	.
	1	2	3	4
%:	13.4	57.9	27.1	1.6



% Agreement

29. My commanding officer has a high degree of respect for me.

Average:	.	1.60	.	.
	1	2	3	4
%:	45.8	49.7	3.6	0.9

4. Personal family considerations.

28. My wife likes Army life. (Leave blank if single)

Average:	.	1.67	.	.
	1	2	3	4
%:	41.9	50.7	6.1	1.3

Note: In pre-testing of 40 chaplains at Ft. Knox, KY, Ft McPherson, GA, and Carlisle Barracks, PA the question was phrased as follows and with results indicated:

My wife likes Army life more than I do. (Leave blank if single)

Average:	.	.	2.91	.
	1	2	3	4
%:	2.9	14.3	71.4	11.4

Job content or the nature of the work itself is regarded as one of the most important "intrinsic factors" of job satisfaction by Herzberg and others. These intrinsic factors equate with the higher-order needs of A. H. Maslow's "need hierarchy." Herzberg maintains that only the work itself together with other intrinsic factors such as those already considered, achievement, growth and recognition, are "satisfiers." On the basis of the intrinsic factors relating to work which are examined in this section, it is possible to conclude that chaplains experience a high degree of job satisfaction.

This can also be concluded in terms of what Edward Lawler calls the "core dimensions" of variety, task identity, and autonomy, which are examined in this section. Further, Leon Festinger's work on "cognitive dissonance" points toward the possibility of constant adjustments or "tradeoffs" in the multiplicity of factors which yield job satisfaction. In the findings which follow, it appears that the superabundance of possible roles for chaplains would provide superb leverage for readjustment or compensation in job satisfaction, should any contributing factor to job satisfaction be lessened or withdrawn.

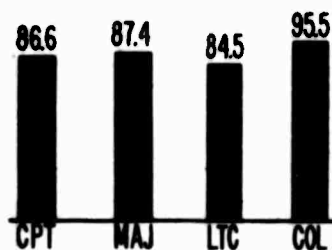
The overall data concerning the chaplain's work which follows seems to indicate an extremely high level of job satisfaction for Army chaplains, though with a few qualifications. This constellation of work factors is considered under three categories: desired functional areas and roles, utilization of skills and abilities, and the conditions which enhance autonomy, variety, challenge, and opportunity for professional growth.

The following results provide both a composite and detailed picture of how chaplains view their work:

1. Desired roles and functional areas.

30. I am satisfied with my present job.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	1	1.74	3	4
%:	42.9	43.9	9.7	3.5

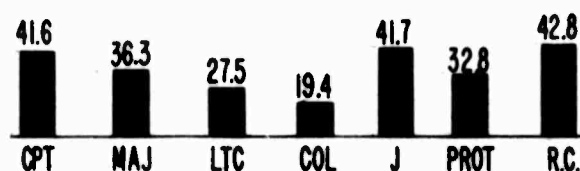


% Agreement

An analysis was made of those chaplains who agreed strongly they are satisfied with their present job in comparison with those who are satisfied or dissatisfied. The data parallels at every point the analysis following question 38 which deals with the satisfaction of chaplains in their role as clergymen in the US Army. The same factors of satisfaction or dissatisfaction are present, on the whole, whether measuring satisfaction with present job or overall role as a clergyman in the Army. The only difference is that the degree of dissatisfaction is generally somewhat less for job than role. Demographic comparisons are generally parallel as well.

33. I would rather work alone than in a chaplain group.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.	.	2.69	.
%:	1	2	3	4
	7.4	27.6	53.4	11.6

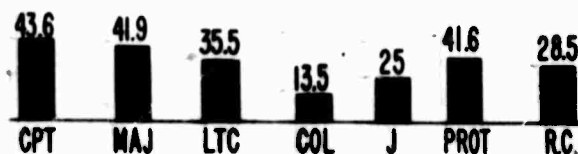


% Agreement

This question was cross-tabulated with question 23: "Most of my closest friends are chaplains." Only 28% of those who indicated most of their closest friends are chaplains would rather work alone than in a chaplain group. However, of those who disagreed that most of their closest friends are chaplains, 38.2% would rather work alone. Of those who strongly disagreed, the desire to work alone rose to 54.5%.

37. I would rather be a specialist of my choosing (Clinical Pastoral Education, Hospital, Religious Education, etc.) than a "generalist."

	.	.	2.63	.	.
Average:	1	2	3	4	
%:	16.3	22.8	42.5	18.5	

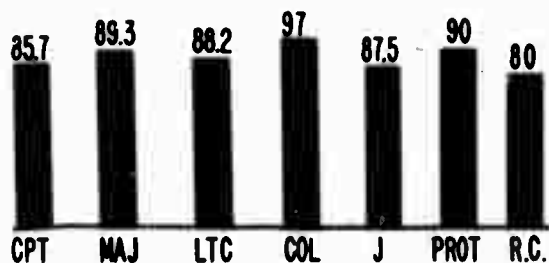


Of those who are presently in special ministries, 97.4% consider their Army service a success (Question 17), 95.6% are satisfied with their present job (Question 30), and they rate Special Ministries on an average of 7.35 compared with the top rating of 6.81 given to the Small

post chaplain functional area by all chaplains. Yet, as will be seen in graph form in question 74, only 29.8% believe it is better to be a "specialist" than a "generalist" for promotion purposes.

38. I am satisfied with my role as a clergyman in the US Army.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	1	1.73	3	4
%:	40.6	47.7	9.4	2.3



% Agreement

In attempting to find possible causes of satisfaction/dissatisfaction, the sample of chaplains responding to question 38, was broken into three separate groups as follows: those highly satisfied with their role as a clergyman in the US Army, those moderately satisfied, and those dissatisfied. (It is important to remember that the dissatisfied represent only 11.7% of the chaplains responding to the survey.) These three groups were then used just as if they were demographic factors and cross-tabulated with other questions with the following results:

a. In response to the statement "I am more satisfied with my work as an Army chaplain than I would be as a civilian clergyman"

(Question 18):

Agreement with the above statement by chaplains very satisfied with their role as a clergyman in the Army	89.2%
Chaplains satisfied with role	79.1%
Chaplains dissatisfied with role	48.7%

b. Response to the statement, "I feel closer to the chaplaincy than to my denomination" (Question 70):

Chaplains very satisfied with role	50.7%
Chaplains satisfied with role	41.7%
Chaplains dissatisfied with role	27.7%

c. "During my time in the chaplaincy, I have experienced considerable intellectual growth" (Question 21):

Very satisfied with role	90.6%
Satisfied with role	85.1%
Dissatisfied with role	57.4%

d. "During my time in the chaplaincy, I have experienced considerable spiritual growth" (Question 26):

Very satisfied with role	88.8%
Satisfied with role	79.8%
Dissatisfied with role	62.9%

e. "I am satisfied with my present job" (Question 30):

Very satisfied with role	93.3%
Satisfied with role	88.7%
Dissatisfied with role	56.5%

f. "I desire more freedom for independent action in doing my work as a chaplain" (Question 40):

Very satisfied with role	23.7%
Satisfied with role	35.2%
Dissatisfied with role	60.9%

g. "As an Army chaplain my prior education has been underutilized" (Question 31):

Very satisfied with role	17.6%
Satisfied with role	29.2%
Dissatisfied with role	54.4%

h. "I am in general accord with the present goals and programs of the Army chaplaincy" (Question 8):

Very satisfied with role	96.4%
Satisfied with role	82.6%
Dissatisfied with role	45.6%

i. "I would like to see rank eliminated" (Question 94):

Very satisfied with role	19.3%
Satisfied with role	32.1%
Dissatisfied with role	52.2%

Other significant variances occurred on whether the chaplaincy offers enough opportunity for professional growth, the more satisfied seeing more opportunity; those less satisfied said they had less opportunity to discuss and participate in decisions affecting their careers as well as feeling less interest in their careers on the part of the Personnel Directorate of the Office of the Chief of Chaplains and their present supervisory chaplain; and the more dissatisfaction with role

corresponded to a greater feeling the chaplaincy is less relevant to the military community than the civilian church is to the civilian community.

Demographic differences were less pronounced, but should be noted:

	<u>% Very Satisfied With Role</u>	<u>% Satisfied With Role</u>	<u>% Dis- satisfied With Role</u>	<u>Survey % of Chaplaincy in Each Category</u>
<u>Component</u>				
Regular Army	36	24.2	23.2	28.9
US Army Reserve	56.3	68.3	70.5	63.6
National Guard	7.7	7.5	6.3	7.5
	100 %	100 %	100 %	100 %
<u>Rank</u>				
CPT	25.4	33.4	38.1	30.5
MAJ	39.2	41.3	37.2	40.1
LTC	24.9	20.3	23	22.6
COL	10.5	4.9	1.8	6.8
<u>Marital State</u>				
Single	14.7	17.8	26.1	17.5
Married	83.8	80.7	70.3	80.5
Divorced or Separated	1.5	1.5	3.6	2.0
<u>Denomination</u>				
Jewish	2.2	2.6	2.6	2.4
Protestant	84.1	79.4	69.3	80.2
Roman Catholic	11.2	15.2	25.4	14.8
Other	2.5	2.8	2.6	2.6

44-50. If you could have the choice of working in any of the following functional areas, how satisfying would they be? Indicate your degree of satisfaction with each area listed by marking on the answer sheet any number from 1 through 9, ranging from 1 as extremely dissatisfying through 9 as extremely satisfying.

Ranking	Average
1. Small post chaplain	6.81
2. Troop chaplain	6.65
3. Supervisor	6.15
4. Housing area chaplain	6.12
5. Special Ministries (hospital, confinement, CPE counseling)	5.49
6. Education (Staff and Faculty of a service school, CPE supervisor, etc.)	5.24
7. Administrative/Staff	4.83

Functional areas prioritized by rank.

<u>Captain</u>	<u>Major</u>	<u>Lieutenant Colonel</u>	<u>Colonel</u>
Troop Chaplain	Small Post Ch	Small Post Ch	Supervisor
Small Post Ch	Troop Chaplain	Supervisor	Small Post Ch
Special Ministries	Housing Area Ch	Troop Chaplain	Troop Chaplain
Housing Area Ch	Supervisor	Housing Area Ch	Housing Area Ch
Supervisor	Special Ministries	Admin/Staff	Admin/Staff
Education	Education	Education	Education
Admin/Staff	Admin/Staff	Special Ministries	Special Ministries

Functional areas prioritized by denomination.

<u>Jewish</u>	<u>Protestant</u>	<u>Roman Catholic</u>
Education	Small Post Chaplain	Small Post Chaplain
Supervisor	Troop Chaplain	Troop Chaplain
Troop Chaplain	Supervisor	Housing Area Chaplain
Housing Area Chaplain	Housing Area Chaplain	Supervisor
Admin/Staff	Special Ministries	Special Ministries
Special Ministries	Education	Education
Small Post Chaplain	Admin/Staff	Admin/Staff

51-66. From the following sixteen possible roles for Army Chaplains, indicate the degree of satisfaction you would derive from service in each role, by again marking on the answer sheet any number from 1 through 9, ranging from 1 as extremely dissatisfying through 9 as extremely satisfying.

Ranking	Average
1. Preacher	7.28
2. Counselor	7.00
3. Visitor of troops and families	6.34
4. Representative of your denomination or church	6.19
5. Liturgist or priest: baptism, circumcision, marriage, communion, mass, funerals, etc.	6.16
6. Supervisor of other chaplains	6.02
7. Religious educator or teacher	5.98
8. Staff officer and religious advisor to the commander	5.65
9. Morals and morale builder	5.19
10. Evangelist-missionary	5.19
11. Administrator and organizer	5.00
12. Civilian community relations liaison	4.95
13. Leader in social action: race relations, community affairs, etc.	4.82
14. Personal Effectiveness Training Instructor	4.71
15. Human Self-Development Instructor	4.24
16. Organization Development Specialist	4.07

For comparison purposes, research done by the author at the US Army Command and General Staff College in 1969 on "A Study of Various Role

Expectations for the US Army Chaplain" is herewith stated. The numerical ranking involves those roles chaplains consider to be the most important.

- | | |
|---|---|
| 1. Preacher | 8. Evangelist-Missionary |
| 2. Counselor | 9. Administrator and Organizer |
| 3. Liturgist-Priest | 10. Morals and Morale Builder |
| 4. Religious Educator and Teacher | 11. Character Guidance Instructor |
| 5. Staff Officer and Religious Advisor to the Commander | 12. Interpreter of Military Values |
| 6. Representative of His Denomination or Church | 13. Leader in Social Action |
| 7. Visitor | 14. Civilian Community Relations Specialist |

Roles prioritized by rank, 1976 survey.

<u>Captain</u>	<u>Major</u>	<u>Lieutenant Colonel</u>	<u>Colonel</u>
Preacher	Preacher	Preacher	Preacher
Counselor	Counselor	Counselor	Supervisor
Visitor	Visitor	Supervisor	Visitor
Denom Rep	Liturgist-Priest	Liturgist-Priest	Liturgist-Priest
Rel Educ	Denom Rep	Denom Rep	Counselor
Liturgist-Priest	Supervisor	Visitor	Rel Educ
Morals/Morale	Rel Educ	Staff Off/Adv	Denom Rep
Supervisor	Staff Off/Adv	Rel Educ	Staff Off/Adv
Evang-Miss	Evang-Miss	Social Action	Admin & Org
Staff Off & Rel Advisor	Civ Comm	Admin & Org	Evang-Miss
PET Instructor	Morals/Morale	Evang-Miss	Morals/Morale
Admin & Org	Admin & Org	Civ Comm Liaison	Social Action
Civ Comm Liaison	Social Action	Morals/Morale	Civ Comm Liaison
Social Action	PET Instructor	PET Instructor	Human Self Dev
Human Self Dev	Human Self Dev	Org Dev Spec	PET Instructor
Organ Dev Spec	Org Dev Spec	Human Self Dev	Organ Dev Spec

Roles prioritized by denomination, 1976 survey.

<u>Jewish</u>	<u>Protestant</u>	<u>Roman Catholic</u>
Rel Educ	Preacher	Liturgist-Priest
Denom Rep	Counselor	Preacher
Preacher	Visitor	Denom Rep
Staff Off--Advisor	Supervisor	Rel Educ
Counselor	Denom Rep	Counselor
Liturgist-Priest	Liturgist-Priest	Visitor
Admin - Org	Rel Educ	Morals - Morale
Supervisor	Staff Off--Advisor	Staff Off--Advisor
Morals - Morale	Evang-Miss	Social Action
Visitor	Admin-Org	Supervisor
Social Action	Morals - Morale	Civ Comm Liaison
PET	Civ Comm Liaison	Evang-Miss
Civ Comm Liaison	PET	Admin-Org
OD	Social Action	HSD
HSD	HSD	PET
Evang-Miss	OD	OD

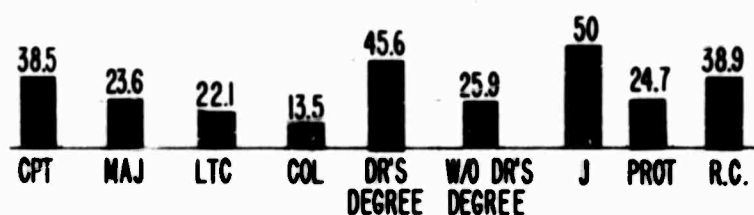
67. I consider social obligations to be a valid part of my duties as a chaplain.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.1	1.81	.3	.4
%:	31.7	58.4	7.5	2.5

2. Utilization of skills and abilities.

31. As an Army chaplain, my prior education has been underutilized.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	1	2	2.85	3
%:	8.9	18.5	51.3	21.3



% Agreement

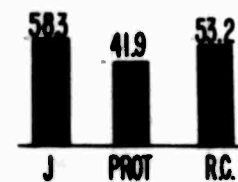
3. Work factors such as challenge, autonomy, variety, and opportunity for professional growth.

32. What I do in my off-duty time is of more interest to me than my work.

	1	2	3	4
Average:	1	2	3.22	4
%:	3.3	5.0	58.3	33.4

34. I do not have enough time off for my family and/or private life.

	1	2	3	4
Average:	1	2	2.51	3
%:	12.3	31.2	49.7	6.8

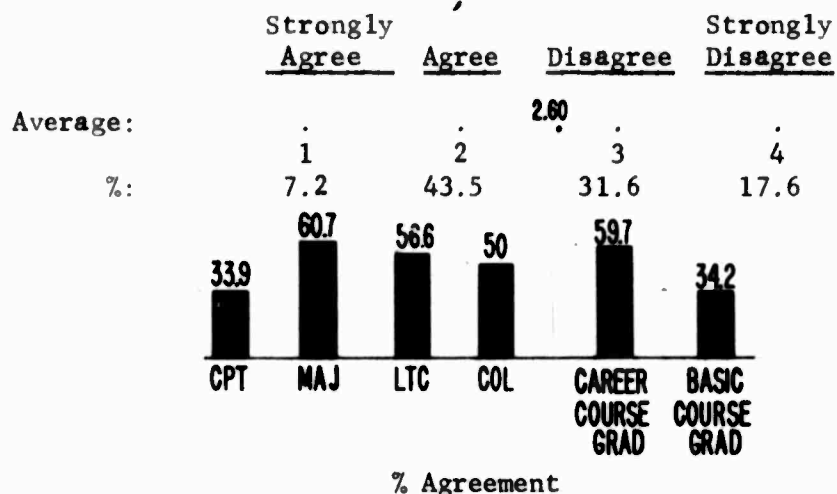


35. I am over-supervised in my work.

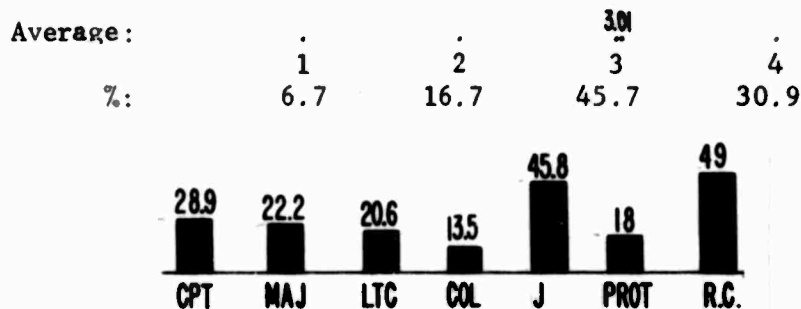
	1	2	3	4
Average:	1	2	3.17	4
%:	4.2	6.1	58.2	31.5



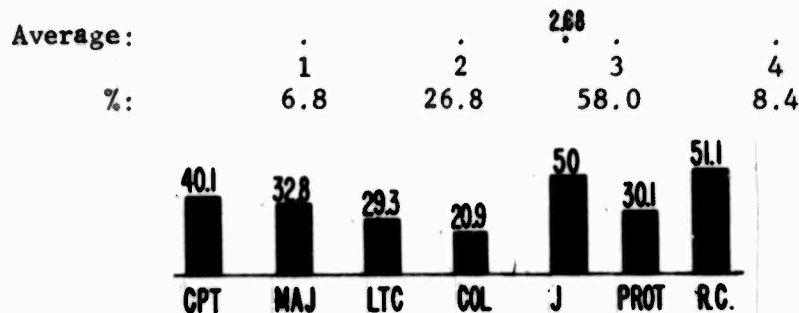
36. The US Army Chaplain School has prepared me adequately for my responsibilities as an Army chaplain.



39. The chaplaincy does not offer enough opportunity for professional growth.



40. I desire more freedom for independent action in doing my work as a chaplain.

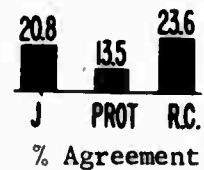


41. I have been moved from one job to another too often.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Average:	.	.	2.1	.
	1	2	3	4
%:	9.1	16.5	57.1	17.3

42. I wish my job were more challenging.

	Strongly Agree	Agree	Disagree	Strongly Disagree	
Average:	.	.	3.06	.	
	1	2	3	4	
%:	2.6	13.3	59.7	24.4	



43. My work as a chaplain is very interesting.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Average:	.	1.51	.	.
	1	2	3	4
%:	53.4	42.5	3.4	.07

HOW CHAPLAINS LOOK AT THE ORGANIZATION OR "THE SYSTEM" (Questions 68-107)

This section deals with the complex institutional environment in which the chaplain lives and works. As a representative of both church and state, the chaplain finds himself in a position of having to adjust himself to the organizational demands and expectations of command, the chaplaincy, and his denomination. At many points there is identity of interest. For example, chaplains fulfill the common need for civilian denominations to provide continued worship opportunities for any of their membership who go into the Army, but this also represents a command desire to provide for the spiritual needs of members of the Army. At other points, however, there may be institutional pressures which contend for the chaplain's loyalty. In the midst of this often confusing network of institutional relationships, it appears chaplains have charted their own course, not independent of any of these institutions, but not

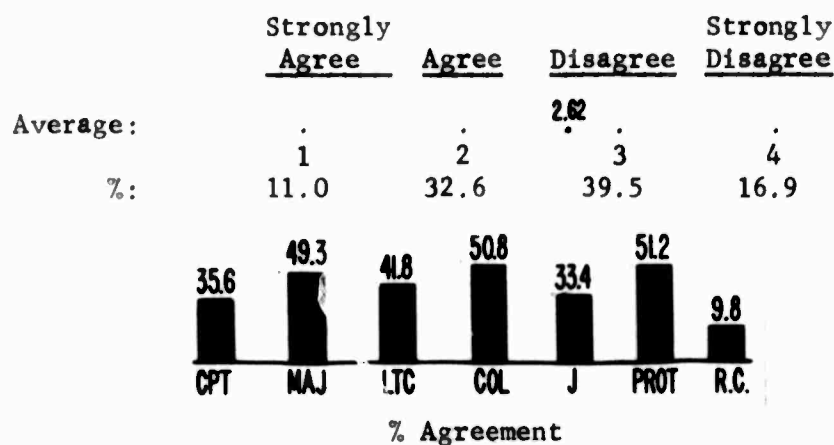
so exclusively beholden to any of them that they are not able to function effectively as the representatives they are of both church and state.

The first two sections have revealed a very high chaplain self-image, as well as a very high sense of job satisfaction with the work itself. In this section, more differences occur among chaplains as they view differently various organizational practices. The results would seem to confirm Herzberg's findings that "extrinsic factors" are unimportant in determining job satisfaction. However, the high simultaneous institutional loyalty of chaplains to denomination, chaplaincy, and command preclude drawing such a firm conclusion. Instead, it appears that chaplains feel themselves adept at adjusting to the pulls and pressures of competing loyalties. This section may more underscore Fritz Heider's balance theory, that if an organization considers a job to be important and the person likes the organization, then he will like his job. It is in this section, then, that the conflicts and convergences of individual and organizational needs are highlighted under the following headings:

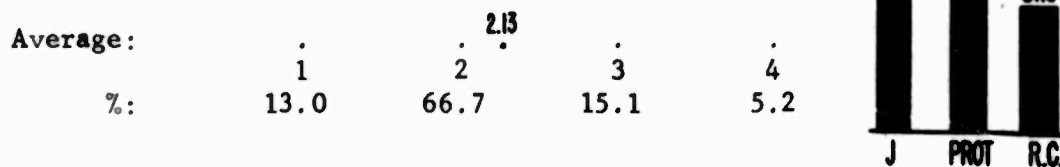
1. Quality of supervisory leadership in command, chaplaincy, and denomination.
2. Communication process and reward system.
3. Training and education opportunities.
4. Policies and administration.

1. Quality of supervisory leadership in command, chaplaincy, and denomination.

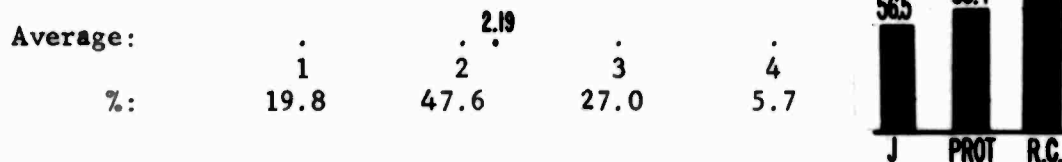
70. I feel closer to the chaplaincy than to my denomination.



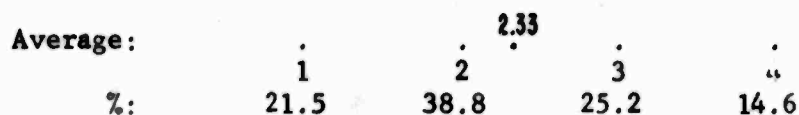
81. I am in general accord with the present goals and programs of the Army chaplaincy.



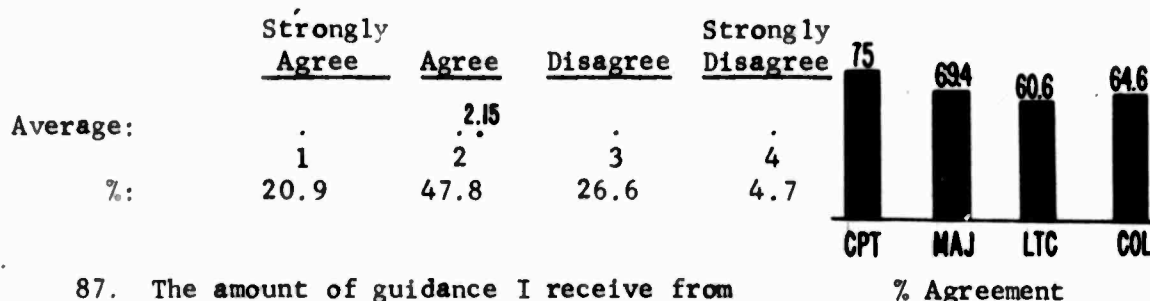
82. My church or denomination has a strong impact on the things I do as a chaplain.



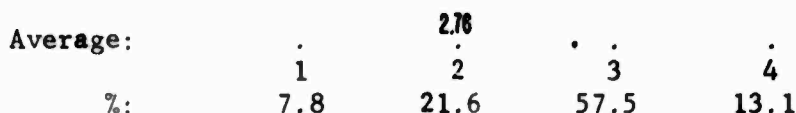
85. My present supervisory chaplain has taken a strong personal interest in my professional career development.



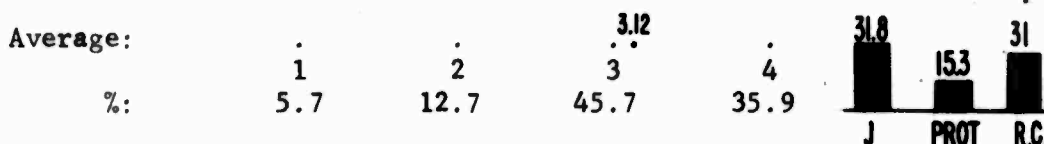
86. I believe commanders usually are more interested in chaplains working for military goals than church-oriented goals.



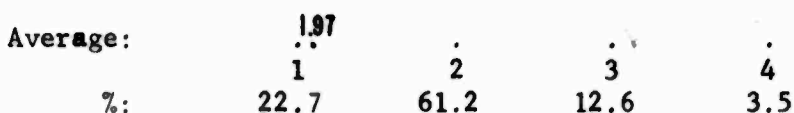
87. The amount of guidance I receive from supervisory chaplains is insufficient.



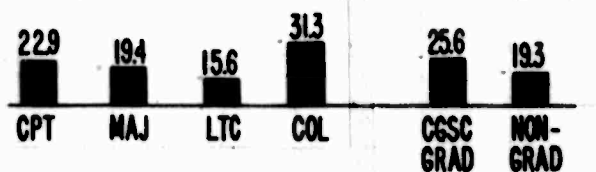
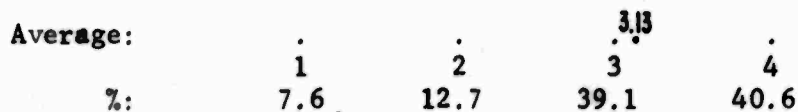
88. The Army chaplaincy is less relevant to the military community than is the civilian church to the civilian community.



91. Usually my commanding officers have understood my role as a chaplain.



95. I would rather have one year at the US Army Command and General Staff College than a year of civilian education.



97. As a rule, supervisory chaplains have respected the denominational practices to which I am committed.

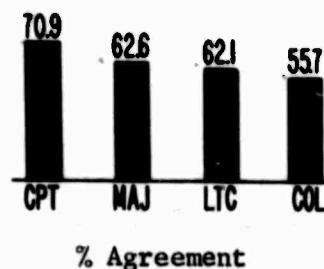
	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.	1.66	.	.
	1	2	3	4
%:	42.9	50.6	4.4	2.1

101. My supervisory chaplain values my opinions with respect to religious program planning.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.	1.86	.	.
	1	2	3	4
%:	28.4	60.6	7.8	3.2

104. In doing my duty as a chaplain, if I were to have a conflict with my commanding officer, I am confident my supervisory chaplain would support me.

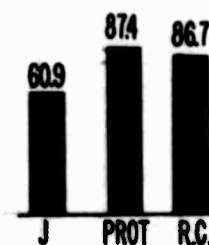
	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.	2.28	.	.
	1	2	3	4
%:	19.0	45.3	24.5	11.2



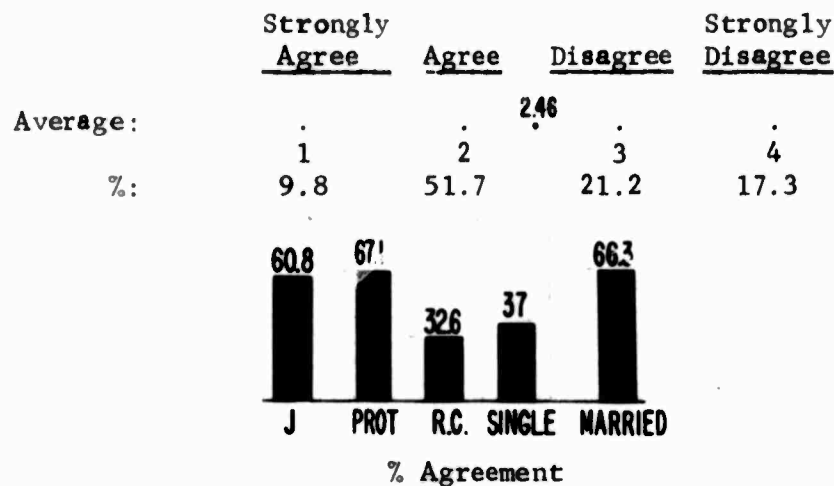
2. Communication process and reward system.

71. I am satisfied with my pay and allowances.

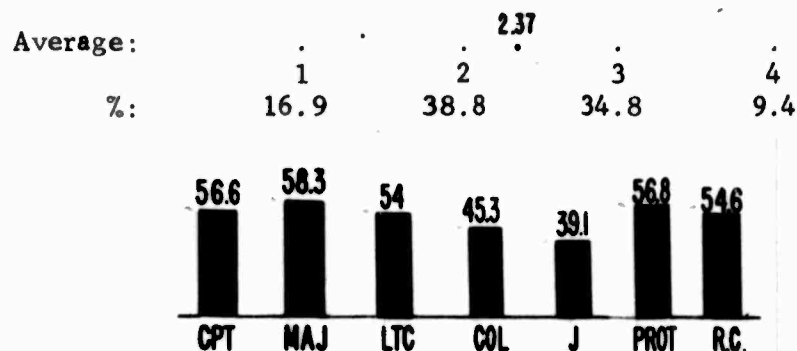
	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.	1.85	.	.
	1	2	3	4
%:	31.5	55.2	10.4	3.0



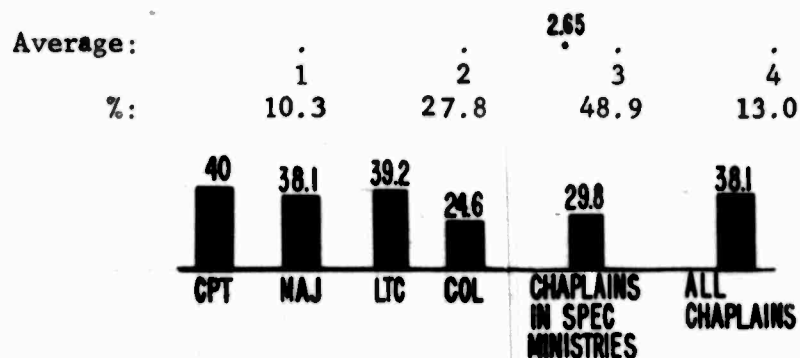
72. The quality of military housing, when provided for Army chaplains, is satisfactory.



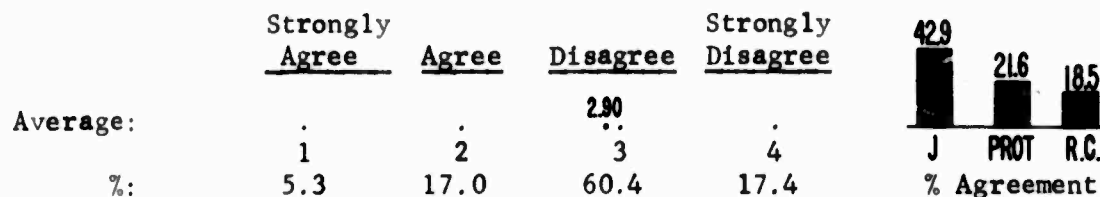
73. If I could be guaranteed the job of my choice on a long-term basis, I would be willing to forego promotion.



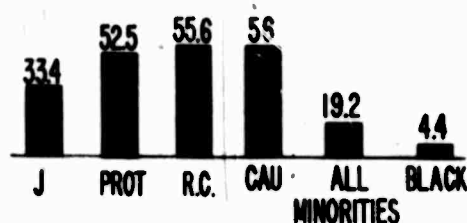
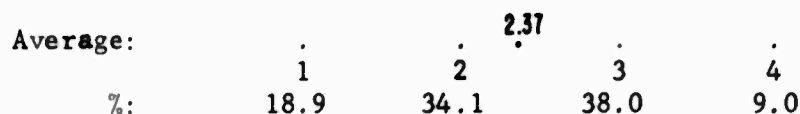
74. For promotion purposes, it is better to be a "specialist" than a "generalist."



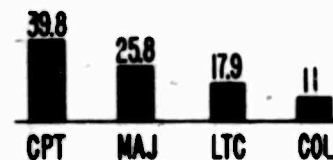
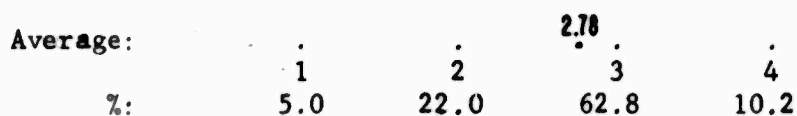
76. For promotion purposes, it is better to be from a large denomination than a smaller one.



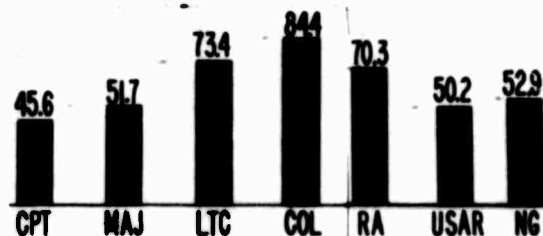
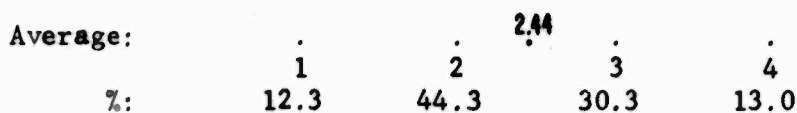
77. For promotion purposes, it is better for a chaplain to be a member of a racial minority.



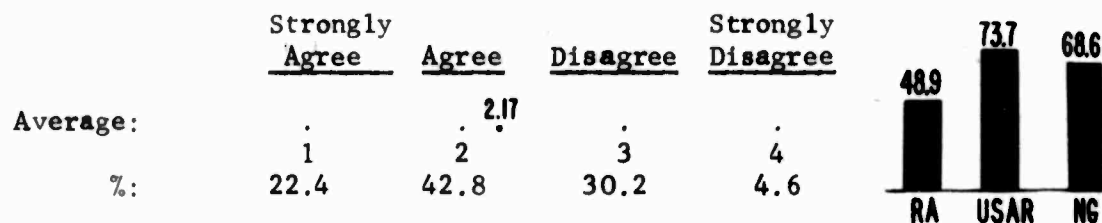
78. For promotion purposes, it is better to have advanced civilian education than advanced military education.



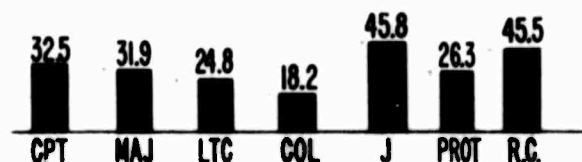
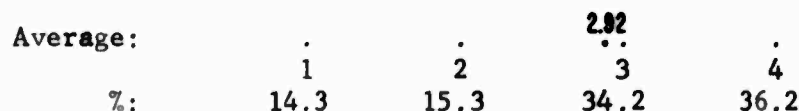
79. The Army offers me good job security.



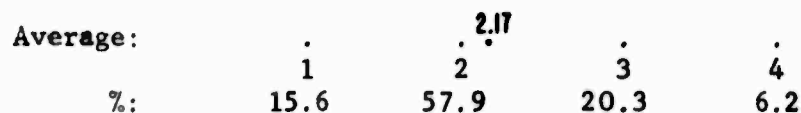
83. Regular Army chaplains receive more favorable career consideration than active duty chaplains who are not in the Regular Army.



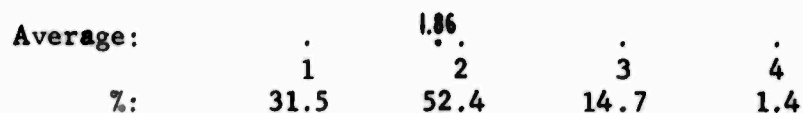
94. I would like to see rank for chaplains eliminated. % Agreement



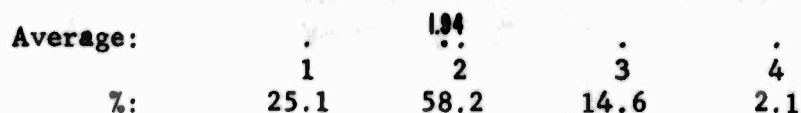
98. For the most part, I believe supervisory chaplains have been diligent in communicating to me necessary command or technical branch information I needed to know.



99. I feel chaplains need to work more closely with one another than they do.



100. I would like to spend more time with chaplains in open sharing and discussion of mutual problems.



103. I consider rank to be an impediment to working more closely with other chaplains.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.	.	3.03	.
	1	2	3	4
%:	7.7	12.3	49.3	30.6

107. The rewards I sought in becoming a clergyman are different from those which I find in the Army.

Average:	.	.	3.16	.
	1	2	3	4
%:	4.6	10.5	48.6	36.3

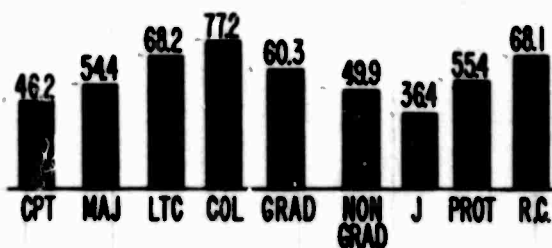
3. Training and education opportunities.

89. I feel that I am theologically better informed than my civilian counterparts.

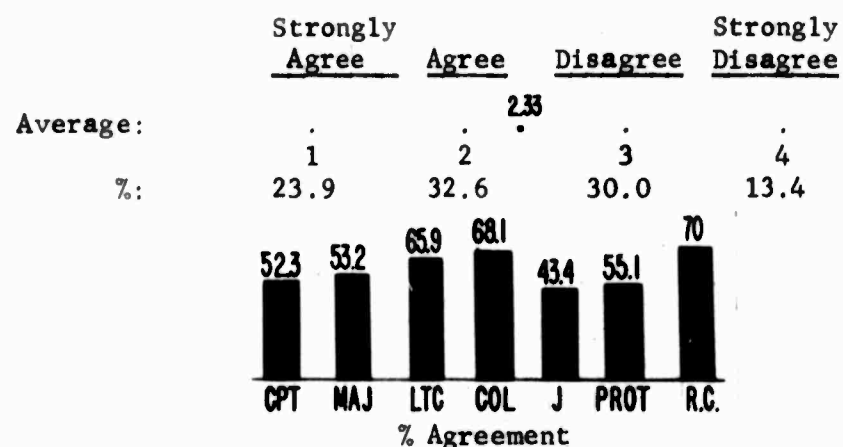
Average:	.	.	2.57	.	23.8	45.8	19.4
	1	2	3	4	J	PROT	R.C.
%:	10.0	30.8	51.5	7.7	% Agreement		

90. The 9-month chaplain advanced course should be reduced in length.

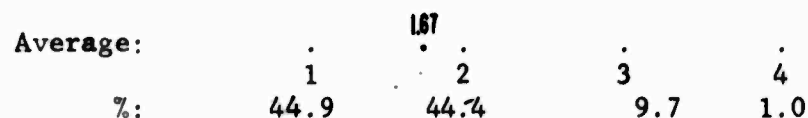
Average:	.	.	2.33	.
	1	2	3	4
%:	26.7	29.8	27.1	16.4



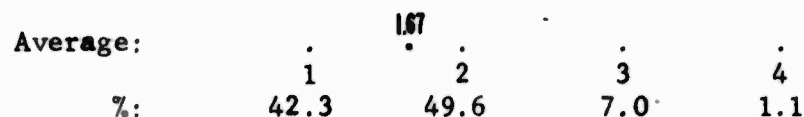
93. I would prefer to have short courses of preparation just prior to each job assignment instead of the 9-month advanced course.



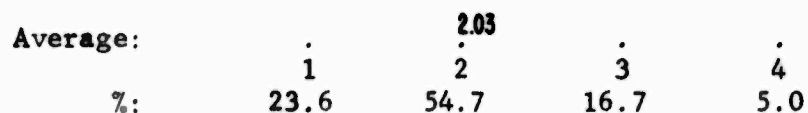
96. I desire more opportunities for theological update.



105. Advanced education for chaplains should include more opportunities for theological studies.

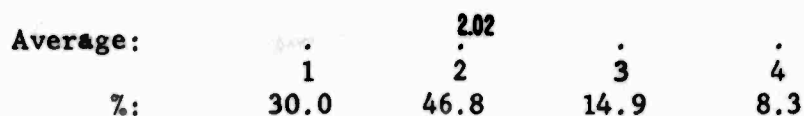


106. Advanced education for chaplains should include more opportunities for study in the behavioral sciences.



4. Policies and administration.

68. I like the idea of having Specialty Skill Identifiers (SSI), rather than a single Chaplain MOS.

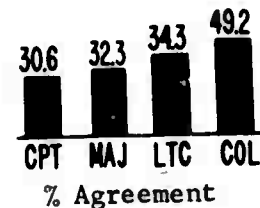


69. I would rather be rated by a line officer than a chaplain.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.	2.14	.	.
	1	2	3	4
%:	30.1	34.6	26.9	8.5

75. I would like to be rated by my peers or fellow chaplains in Officer Efficiency Reports.

			2.83	
Average:	.	.	.	.
	1	2	3	4
%:	5.6	27.6	45.1	21.7

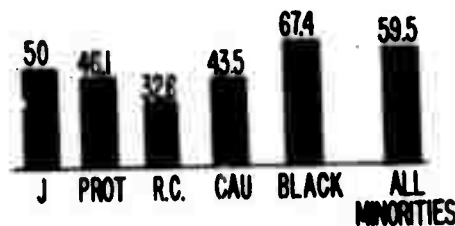


80. I have had ample opportunity to discuss and participate in decisions affecting my career.

			2.85	
Average:	.	.	.	.
	1	2	3	4
%:	6.4	28.6	38.6	26.4

84. I feel that the Personnel Directorate of the Office of the Chief of Chaplains has a strong interest in my professional career development.

			2.65	
Average:	.	.	.	.
	1	2	3	4
%:	7.7	37.1	37.8	17.5



92. Other branches appear to have more clearly defined career patterns than the chaplaincy.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
Average:	.	2.10	.	.
	1	2	3	4
%:	22.6	47.7	26.7	3.0

102. I would like the opportunity to apply for specific chaplain assignments.

		1.57		
Average:	.	.	.	.
	1	2	3	4
%:	48.5	47.1	3.8	0.6

CHAPTER III

DISCUSSION OF RESULTS

HOW CHAPLAINS SEE THEMSELVES (Questions 17-29)

The self-image chaplains have of themselves is exceedingly high. All but 1.9% believe their service as an Army chaplain has been a success. All but 4.5% feel confident in their ability to do nearly any task required of them in their duty as chaplains. With the average chaplain having had 3.4 years civilian clergy experience, nearly 80% believe they are more satisfied with their work as a chaplain than they would be as civilian clergymen. All but 3.4% feel their fellow chaplains have a high degree of respect for them as individuals, and all but 4.5% in relation to commanding officers. Over 80% believe they have experienced considerable intellectual and spiritual growth during their time in the chaplaincy. Most chaplains, 88.6%, indicate a strong desire to influence other people. In short, chaplains feel good about themselves as they measure success, their own personal growth, their desire to influence people, and the acceptance and recognition they receive from peers and supervisors.

Whereas chaplains have a high self-image of themselves and feel that fellow chaplains have a high degree of respect for them, more than half disagree with the statement, "Most of my closest friends are chaplains." It is difficult to isolate the factors which bear upon this perception. It would seem that this can be discounted as a negative

factor in describing the chaplain's self-image, based upon the high consistency of positive factors. Several features stand out. Logically, with a shorter term of service in which to develop friendships only 30.8% of captains agree. More married chaplains consider most of their closest friends to be chaplains, than those who are single. Also, 45.5% Protestants agree, whereas only 33.8% of the Roman Catholics and 26% of the Jewish chaplains agree. Could this reflect literal isolation (fewer priests and rabbis to cover wide areas or more units), a stronger desire to be with clergy of one's own denomination, or a degree of alienation in a Protestant-oriented chaplaincy? It is difficult to say, but more will be said later when denominational differences are discussed. Another factor could be simply the desire for "a change of pace," to be with those who will not "talk shop." One other possibility is that chaplains lack a warm, collegial relationship. Based on all the variables mentioned, it would not be possible to isolate lack of collegiality as a single or influencing factor. Collegiality will be discussed as a separate topic. It is not possible, then, to determine the basis of response to this question, other than as it may supplement or illumine other data.

HOW CHAPLAINS VIEW THEIR WORK

Chaplains register strong satisfaction with the present job they hold, 86.8% agreeing they are satisfied. 88.3% feel satisfaction with their overall role as clergymen in the US Army. 95.9% describe their work as very interesting and only 15.9% wish their job were more challenging. Only 8.3% feel that what they do in their off-duty time is of

more interest to them than their work. The chaplain's high self-image outlined in the first section is complemented by an almost equally high satisfaction with the work and role of a US Army chaplain.

There are significant differences, however, in the degree of satisfaction chaplains derive from working in various roles or functional areas. The two most satisfying roles for Army chaplains as a whole are the preacher and counselor roles, in that order. This has not changed since the author's Command and General Staff College research seven years ago. However, this does indicate to some extent the Protestant influence in the chaplaincy. Jewish chaplains rank religious educator or teacher first, representative of their denomination second, preacher third, staff officer and religious advisor to the commander fourth, and counselor fifth. Roman Catholics place liturgist-priest first, preacher second, representative of denomination third, religious educator or teacher fourth, and counselor fifth. Overall, the classic clergy roles appear to be most satisfying to chaplains, although a managerial role, supervisor of other chaplains, ranks sixth. More recently developed roles rank at the bottom: Personal Effectiveness Training instructor, Human Self-Development instructor, and Organization Development specialist. Lack of satisfaction in the Personal or Organizational Effectiveness roles may relate partially, however, to the chaplain's perception of "specialist" roles.

Only 39.1% of chaplains would rather be a "specialist" of their own choosing than a "generalist." The desire to be a "specialist" decreases proportionately with rank. Over 60% of the chaplains hold that for promotion purposes, it is better to be a "generalist" than a "specialist."

Nevertheless, it appears that those chaplains who are engaged in special ministries experience a high degree of job satisfaction, though they are even more sure than other chaplains that it may hurt them in terms of promotion.

As to assignments described functionally, chaplains prefer in order small post chaplain, troop chaplain, supervisor, and housing area chaplain. Ranking further down the scale in a second tier are special ministries, education (staff and faculty of a service school, CPE supervisor, etc.), and administrative/staff. It appears that chaplains prefer a more public role involving the classic clergy functions as opposed to more specialized tasks, with the exception of the supervisory function.

In performing the various roles of a chaplain, less than 30% believe their prior education has been underutilized. The longer a chaplain is in the Army, the less he feels his education has been underutilized. However 45.6% of those chaplains holding doctorates believe their education has been underutilized. Chaplains are nearly split on whether the US Army Chaplain School prepared them adequately for their responsibilities as Army chaplains. Captains are the most doubtful. Whereas 59.7% of advanced course graduates feel adequate preparation, only 34.2% of those who are not advanced course graduates agree. In other words, chaplains feel the basic course is less than it should be. Overall, however, three-quarters of the chaplains believe the chaplaincy offers enough opportunity for professional growth.

In doing their work, 65% of the chaplains would rather work in a chaplain group than alone and this feeling increases with rank. In cross-tabulation with the question, "Most of my closest friends are

chaplains," it was found that a correlation exists. Those who count most of their closest friends as chaplains are more likely to desire working in a chaplain group than alone. Conversely, those who most strongly disagreed with the statement are more desirous of working alone.

Somewhat related, only 10.3% of the chaplains feel they are over-supervised in their work. One-third of the chaplains desire more freedom for independent action in doing their work, though the fraction rises to one-half with Jewish and Roman Catholic chaplains. Thus it can be said that chaplains feel a fairly high degree of autonomy.

Chaplains are divided on whether their work permits them enough time off for family and/or private life. 41.9% of the Protestants believe they do not have enough time, whereas the figure is 53.2% for the Roman Catholics and 58.3% for Jewish chaplains. This may again point to the wider area coverages required of Catholic and Jewish chaplains.

A special analysis was made of the factors which appeared to make the most difference as to whether a chaplain is strongly satisfied, satisfied, or dissatisfied with his role as a clergyman in the US Army. (See data following question 38 on pp. 22-25.) These key factors appear to be:

1. Ability to identify closely with the chaplaincy--its work, its freedom for independent action, its rank structure, and its utilization of prior chaplain education. Satisfaction increases with closer identification with the chaplaincy.

2. A self-estimate of intellectual and spiritual growth. Satisfaction increases with a higher self-estimate of personal growth.

3. Satisfaction with present job. Satisfaction with role increases as satisfaction with present job increases.

To summarize, job content is highly interesting and challenging to chaplains of all ranks. They are highly satisfied both with their role as clergymen in the Army and with their specific jobs. The classic clergy roles offer the most satisfaction. Chaplains believe their prior education is sufficiently utilized and that the chaplaincy offers ample opportunity for professional growth. However, there seems to be a difference of opinion as to whether the US Army Chaplain School prepares chaplains adequately for their responsibilities as chaplains, especially in the basic course. Chaplains enjoy a fairly high degree of autonomy in their work, but half the chaplains still do not feel they are able to have enough time off for family or private life. Finally, factors related to personal growth, the ability to identify with the chaplaincy, and satisfaction with present job seem to be more critical than others in the degree of satisfaction chaplains experience in the clergy role in the US Army.

HOW CHAPLAINS LOOK AT THE ORGANIZATION OR "THE SYSTEM" (Questions 68-107)

Leon Festinger's theory of "cognitive dissonance" seems to have fitting application to Army chaplains. In order to avoid inconsistency in cognitive beliefs a balance must be maintained by continual adjustment, the reweighting of one factor in relation to another, so that job satisfaction will result. In the interaction between denomination, command, and chaplaincy, it appears that chaplains are required to make

almost daily fine tunings, and sometimes major adjustments, in the face of competing demands.

One could assume that because the chaplain lives with command organization on a daily basis, that it is the dominant influence over his life. He maintains that this is not so. The unseen power of his church or denomination has a strong impact on the things he does as a chaplain, according to two-thirds of chaplain respondents. An even larger 85% of Roman Catholic chaplains feel this way. More than half the chaplains feel closer to their denomination than to the chaplaincy. However, this is so because while Protestants feel closer to the chaplaincy by 51.2%, Roman Catholics feel closer to their denomination by a heavy margin of 90.2%, as do Jewish chaplains by a two-thirds margin. Rankwise, captains also feel closer to their denomination by the two-thirds margin.

Nonetheless, this does not mean that chaplains have a low view of the chaplaincy. Nearly 80% of all chaplains are in general accord with the present goals and programs of the Army chaplaincy, including 61.9% of Roman Catholics. Neither do chaplains believe the Army chaplaincy is less relevant to the military community than is the civilian church to the civilian community, by a margin of over 4 to 1.

To continue what appear to be points of delicate balance, chaplains believe commanders usually are more interested in chaplains working for military goals than church-oriented goals, by over a two-thirds margin. Yet by an 83.9% margin, chaplains believe commanding officers have understood their role as a chaplain. Chaplains would, in fact, rather be rated by a line officer than a chaplain by a margin of nearly 2 to 1.

In contrast, chaplains do not desire to be rated by their peers or fellow chaplains by the same 2 to 1 margin.

As to the chaplain's view of supervisory leadership, 60% feel their supervisory chaplains have taken a strong personal interest in their professional career development. They feel very strongly that their supervisory chaplains value their opinions with respect to religious program planning, respect the denominational practices to which they are committed, are diligent in communicating necessary command or technical branch information they need to know, and provide ample guidance. Nearly two-thirds believe they would be supported by their supervisory chaplain in a conflict with their commanding officer, if necessitated by duty, but this confidence wanes somewhat with higher rank.

Chaplains feel strongly (83.9%) with respect to all other chaplains, that there is a need to work more closely with one another than they do. Approximately the same heavy percentage would like to spend more time with chaplains in open sharing and discussion of mutual problems. This points to the need and desire for collegiality, to be discussed in a separate section.

The desire for collegiality does not appear to be based on any negative effects perceived by rank difference. Only 20% of the chaplains consider rank to be an impediment in working more closely with other chaplains. Less than a third wish to see rank eliminated.

Yet, apparently chaplains feel rank need not be listed as a "reward," when 80% deny that the rewards they sought in becoming a clergyman are different from those they find in the Army. What may be more difficult to reconcile is the matter of pay and allowances, which satisfies 86.7%

of the respondents. Military housing is another matter. Whereas chaplains tilt slightly toward terming military housing as "satisfactory," this is a married opinion. Nearly two-thirds of the single chaplains disagree that housing is satisfactory and over two-thirds of the Roman Catholic chaplains believe military housing is not satisfactory.

As to the reward of promotion, chaplains believe by nearly a two-thirds margin that it is better to be a "generalist" than a "specialist." Even more convinced of this are those chaplains now serving in special ministries. 77.7% of the chaplains believe it is better to be from a small denomination than a large one for promotion purposes. In a striking difference of perception, 53% believe it is better to be from a racial minority, but this is strongly contested by all minorities, 80.8% of whom feel the opposite is true, as do an overwhelming percentage of black chaplains, 95.6%. Chaplains also believe it is better to have advanced military education than advanced civilian education, in terms of promotion, in the ratio of 73%-27%. This points to a tension, however, illustrated by the fact that 79.7% of the chaplains would rather have one year of civilian education than a year at the US Army Command and General Staff College. Even 74.4% of CGSC graduates feel the same way. Finally, 55.7% of the chaplains say they would be willing to forego promotion, if they could be guaranteed the job of their choice on a long-term basis. It appears that chaplains are willing to pay a price in terms of promotion possibility for work they value highly. Chaplains in special ministries already perceive this is the case.

Whatever the promotion possibilities are, over half the chaplains feel the Army offers good job security. However, this feeling of security begins at 45.6% with captains and increases with rank to 84.4% for the grade of colonel. Also, Regular Army chaplains feel more secure than Reserve or National Guard chaplains by 20%. But in another difference of perception, only 48.9% of Regular Army chaplains feel they receive more favorable career consideration than active duty chaplains who are not in the Regular Army, compared with 73.7% of the Reserve chaplains and 68.6% of those in the National Guard.

In terms of career development policies, over three-quarters of the chaplains favor the idea of having Specialty Skill Identifiers, rather than a single chaplain MOS. Rather than necessarily interpreting this as conflicting data with the majority of chaplains who lean away from specialties, it could point to the desire chaplains have to enter into career considerations. Nearly two-thirds of the chaplains feel they have not had ample opportunity to discuss and participate in decisions affecting their careers. 95.6% would like the opportunity to apply for specific chaplain assignments. There is divided opinion as to whether the Personnel Directorate of the Office of the Chief of Chaplains has a strong interest in their career development. 44.8% agree. 67.4% of black chaplains feel this interest. However, only 32.6% of the Roman Catholic chaplains feel this strong interest. The somewhat stronger interest chaplains feel from their supervisory chaplains (60.3%, Question 85) is probably accounted for on the basis of a closer personal relationship with their supervisors in contrast with the distance from Washington.

Policywise, however, two-thirds of the chaplains believe that other branches have more clearly defined career patterns. Chaplains appear to desire both more sharply defined career patterns in general as well as more personal opportunity to enter into those decisions which affect their careers.

Career education and professional updating is called into question at specific points, even though as has been pointed out, chaplains generally feel the chaplaincy provides ample opportunity for professional growth. There is a strong desire for theological update (89.3%). The normal confidence of chaplains seems shaken in this regard with only 40.8% of chaplains feeling that they are theologically better informed than their civilian counterparts. The feeling is even stronger with Roman Catholics (19.4%) and with Jewish chaplains (23.8%). Chaplains would also welcome more advanced education in theological studies (91.9%) as well as study in the behavioral sciences (78.3%). Finally, in a reaction toward the 9-month chaplain advanced course, over half believe it should be reduced in length. An identical percentage of chaplains (56.5%) favor short courses of preparation prior to each job assignment in lieu of the 9-month advanced course.

When all of these chaplain viewpoints are pulled together and assessed, what can be said about how chaplains view "the organization" or "the system"? First, that chaplains simultaneously hold positive viewpoints toward denomination, chaplaincy, and command. Second, that their differences with organizational policy or practice will reflect their varying loyalties, at one time as members of a denomination, at another time as officers of a component of the Army,

and yet another time as chaplains devoted to a special role. Rankwise, it is clear that colonels are the most ardent supporters of "the system," whereas captains question it most. Third, chaplains experience needs, some of which they look to "the system" to supply such as career planning, education, and equitable promotion, and others such as collegiality which stem from the realization that they are part of "the system." Fourth, that chaplains are indeed "Organization Men," not in the total sense of William H. Whyte's book, but in their ability to survive and thrive in a complex, multi-organizational environment.

COMPOSITE IMPRESSIONS ON COLLEGIALITY

During the course of data analysis, it was discovered that one topic was recurring and could not be confined solely under the headings of how chaplains see themselves, their work, or the organization. The purpose of this section is to bring together pertinent data bearing upon the issue of collegiality among chaplains.

Chaplain Dennis C. Kinlaw of the United States Navy has drawn attention to "Resistances to the Growth of Collegiality in the Military Chaplaincy." He sounds a warning, that before "anyone presumes to become an advocate of collegial ministry in the military or to undertake the development of team ministry such a person should understand the various serious resistances to the growth of collegiality and team ministry generated by certain peculiar characteristics of the military environment."¹ He states these "serious resistances" as follows:

Rank among chaplains, transiency, religious pluralism, and goal confusions generate an impressive matrix of interlocking forces which resist the growth of collegiality.²

The purpose of this section is not to make a separate or complete study of the collegiality issue or even to examine this "matrix of interlocking forces." Rather, it is to focus on relevant data which can contribute to the ongoing discussion and attempts at shared ministry. When this is done, without in any way attempting to force what the data says, it appears that we must not only be impressed with Kinlaw's "matrix of interlocking forces which resist the growth of collegiality." We also are forced to notice the great shared concern for closer working relationships, the commonality which already exists, the reservoir of good will and respect, and the unifying aspects of ministry in the military environment. Both centrifugal and centripetal forces exist and both should be recognized.

It is easy to take the centrifugal, unifying aspects which contribute to collegiality, for granted. On the basis of the survey, some of these factors are:

1. A common viewpoint cutting across rank and denominational differences on scores of issues which describe what work is to be done, how it is to be done, and in what organizational context. The vast majority of chaplains like doing ministry in the military environment, more than they would in civilian life. They are in common agreement in the high importance they attach to the classic clergy roles. They also with near unanimity prize highly the military context in which to exercise these roles: on a small post, with troops, and in housing areas. All three environments require close working relationships with other chaplains.

2. Chaplains are mostly in general accord with the present goals and programs of the Army chaplaincy.

3. Chaplains have high regard for their chaplain supervisory leadership and conversely, appreciate the interest shown in them by supervisory chaplains, the respect they have for denominational practices, and the way supervisory chaplains value their opinions with respect to religious program planning. They are also convinced supervisors would back them in the case of conflict with a commanding officer while executing chaplain duties.

4. The majority of chaplains would rather work in a chaplain group than alone.

5. Chaplains do not feel rank is an impediment to working more closely with other chaplains.

6. Chaplains, by a wide margin, would welcome more time with other chaplains in open sharing and discussion of mutual problems.

7. Chaplains feel a common need to work more closely with one another than they do.

The factors listed above seem to be quite clearcut and supportive of a closer collegial relationship. As the last factor implies, however, the need for a closer collegial relationship is not only rooted in unity and desire, but in the frank recognition that relationships could be better. Standing alone, the factors which point to this lack are difficult to isolate, but taken as a group, they seem to indicate that Kinlaw's warnings should be taken seriously in view of the following centripetal indicators:

1. Chaplains would rather be rated by line officers than chaplains by the same wide margin that they do not desire to be rated by their fellow chaplains.

2. In a number of instances there appear to be differing viewpoints and attitudes among the major denominational groupings, Jewish, Protestant, and Roman Catholics. There is first the demographic reality of a much larger number of Protestant chaplains. They seem to have a closer knit relation to chaplains and the chaplaincy than Roman Catholics and possibly Jews as well. By the same token, their relationships to civilian denominations are looser, especially when compared with the very strong denominational ties of Roman Catholic priests. Another difference centers around the low satisfaction level of priests in relationship to military housing and what they perceive to be a low level of interest in their career development. The question is raised as to whether or not these indicators represent signs of alienation which could deter the formation of deeper collegial relationships.

3. The same question can be raised with respect to race. Is the vastly different perception of chaplains from minority races concerning promotion the tip of the iceberg?

3. Differing perceptions also exist with respect to component. Reservists feel Regular Army chaplains possess an "edge." The possibility further exists that collegiality may be hindered by what may be a dichotomy of more versus less militarized chaplains. That distinction emerges with the US Army Command and General Staff

College and the senior service colleges. There is little question in the minds of chaplains that such attendance turns the "edge" into a distinction and an advantage.

5. Despite the fact chaplains do not feel rank is an impediment to working more closely with other chaplains, the data indicates varying perceptions by rank on a number of issues. Some of these differences exist because of differences of interest based on job assignment. For example, colonels express highest satisfaction in being supervisors, presumably corresponding to their present assignment. Captains, on the other hand, indicate top preference for the troop chaplain assignment, corresponding with the most common assignment of captains. Other differences exist because of the attitudinal change process which takes place with years of service. Straight-line graph differences can be plotted on a rank basis for such issues as specialization, desire to work in a chaplain group, utilization of prior education, and whether rank should be eliminated.

6. In the light of the differences already stated, is there any significance to the fact that only 42.8% of chaplains can say that "most of my closest friends are chaplains"?

What appears to be operating in the chaplaincy is a complex socialization process consisting of centrifugal and centripetal forces which make collegiality both more possible and more difficult. These contending forces deserve further study if the limits and possibilities for collegial relationships are to be more clearly known and acted upon.

CHAPTER III

FOOTNOTES

1. Dennis C. Kinlaw, Captain USN, "Resistances to the Growth of Collegiality in the Military Chaplaincy," Military Chaplain's Review, Fall 1975, p. 63.

2. Ibid., p. 68.

CHAPTER IV

SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

The threefold model of how chaplains see themselves, their work, and the organization proved useful in understanding the job satisfaction level of chaplains. The perspectives of self-image, job content, and organization were mutually reinforcing in describing the very high level of job satisfaction among Army chaplains. However, chaplains have the most serious reservations about some organizational policies and practices. The fact that this did not seem to impact on job satisfaction is probably explainable on the basis of Herzberg's theory that only "intrinsic factors" are important to job satisfaction. Even if this were not so, chaplains have a positive view toward "the organization"--their denomination, the chaplaincy, and command.

Demographic information was also useful in testing specific hypotheses. As will be seen in the conclusions, selected demographic data did correlate with job satisfaction level. Also, demographic differences were used to isolate professional irritants, impediments, and stresses. Some irritants were confined to a single or double group identity such as single and Roman Catholic chaplains who feel the quality of military housing is not satisfactory. Other impediments to ministry were more widely perceived, such as various difficulties in collegial relationships.

The hypothesis that chaplains are seeking more definitive signals from the chaplaincy in terms of career patterns and expectations also

proved to be correct. There is also a strong desire for participation in matters affecting the chaplain's career.

In confirmation of the very high degree of job satisfaction among Army chaplains, including some qualifications, the following detailed conclusions are drawn, based upon the results of the survey:

Role and Assignment

1. Chaplains derive the greatest satisfaction from the classic clergy roles historically associated with being a pastor, priest or rabbi.

2. The small number of chaplains who experience dissatisfaction with their role as clergymen in the US Army can be identified primarily on the basis of difficulty in identifying with the chaplaincy, a self-estimate of limited personal growth, and modest satisfaction with their present job. [See comments following question 38 on page 22 .]

3. The differences in satisfaction between various groups of chaplains concerning their role as clergymen in the Army are not great. However, the following order from most satisfied to least satisfied is distinguishable:

a. Component.

- (1) Regular Army
- (2) National Guard
- (3) US Army Reserve.

b. Rank.

- (1) Colonel
- (2) Major and Lieutenant Colonel
- (3) Captain.

c. Marital State.

- (1) Married
- (2) Single

d. Denomination.

- (1) Protestant
- (2) Jewish
- (3) Roman Catholic

4. Chaplains register strongest satisfaction in those assignments normal to their rank, i.e., a captain is most satisfied as a troop chaplain, a major as a small post chaplain followed by troop chaplain, a lieutenant colonel as a small post chaplain followed by supervisor, and a colonel as a supervisor.

5. The majority of chaplains would be willing to forego promotion if they could be guaranteed the job of their choice on a long term basis.

6. The majority of chaplains would rather be "generalists" than "specialists." However, chaplains now working in special ministries find such work to be the most satisfying, despite their belief that for promotion purposes, it is better to be a "generalist."

Organization: Denomination, Chaplaincy, and Command

1. Chaplains feel their denominations have a strong impact on the things they do as chaplains.

2. Roman Catholic chaplains have much stronger ties with their denomination and much looser ties with the chaplaincy than

Protestants. The data suggests that Roman Catholic chaplains, and to some extent Jewish chaplains, may experience feelings of alienation in a Protestant-oriented chaplaincy.

3. Chaplains are unified in their belief of the positive relevancy of the chaplaincy to the military community.

4. Chaplains are in general accord with the present goals and programs of the Army chaplaincy.

5. Chaplains differ on organizational policies and practices according to a complex set of identifications: whether single or married; Regular Army or Reservist; Protestant, Roman Catholic, or Jewish; Captain, Major, Lieutenant Colonel, or Colonel; "generalist" or "specialist," etc.

6. This unity and diversity among chaplains points toward their ambivalence in the matter of collegiality. Chaplains strongly desire to work more closely together, but in fact are pulled apart at many points on the basis of the proliferating set of identifications referred to in the preceding paragraph.

7. Chaplains express general satisfaction with the relationship they have to their present supervisory chaplain.

8. The majority of chaplains believe that commanders are more interested in chaplains working for military goals than church-oriented goals, yet believe that commanding officers usually understand their role as a chaplain.

9. There appears to be a socialization process in the chaplaincy whereby incoming captains, who are the prime questioners of "the system," by the time they become colonels are the prime supporters

of "the system." However, this may be qualified by a self-selection process in which those who most question the system depart from it before reaching the grade of colonel.

Career Considerations and Compensations

1. Nearly all chaplains desire greater participation in decisions affecting their careers.

2. For reasons not altogether apparent, a majority of chaplains desire to be rated by line officers to the same extent they do not wish to be rated by their fellow chaplains.

3. The majority of chaplains do not wish to see rank eliminated.

4. There is a difference of perception between Regular Army chaplains who do not believe they receive more favorable career consideration and active duty chaplains not in the Regular Army who believe they do.

5. A notable difference in perception exists between caucasian chaplains who believe it is better for promotion purposes to be a member of a racial minority and those who are members of racial minorities, particularly black chaplains, who believe the opposite is true.

6. Regular Army chaplains feel a greater sense of job security than reservists, as do those of higher rank than lower rank.

7. Chaplains are very satisfied with pay and housing provisions with one exception: Roman Catholic and single chaplains strongly believe their housing is not satisfactory.

Education

1. Chaplains generally feel that their prior education has been sufficiently utilized.
2. The majority of chaplains would rather have advanced civilian education than advanced military education, yet a tension exists by their belief that for promotion purposes, it is better to have advanced military education.
3. Chaplains desire US Army Chaplain School changes: a basic course which will more adequately prepare a clergyman for his responsibilities as an Army chaplain; a reduction of the length of the advanced course if it is to be continued, or if eliminated, short courses of preparation prior to job assignments.
4. Chaplains feel a lack in current theological awareness, and desire more opportunities for theological update as well as more opportunities for advanced education in theological and behavioral science studies.

RELIABILITY OF THE FINDINGS

The mail survey volunteer response of 998 out of 1411 chaplains in the US Army, or 70.7%, is a substantial number upon which to make conclusions applying to the chaplaincy as a whole. Initial computer runs were made with 830 survey responses. The next 168 responses received did not change the results significantly. The assumption is made that these late responses would be more like non-responses than early responses.

The demographic breakdown recorded on page 12 indicates that in nearly every category, the percentage of persons responding to the survey parallels the percentage of that category in the chaplaincy, based on figures supplied by the Personnel Directorate of the Office of the Chief of Chaplains. The most significant variance, 14.8% Roman Catholics responding of the survey total compared with 19.3% Roman Catholics in the chaplaincy, may not in itself be an aberration if the conclusions of this survey have merit.

Certain findings were held to be of limited reliability due to the small number of persons in the particular category. For example, evidence seemed to point toward a lower level of acceptance of divorced chaplains, but the indications proved to be sporadic and inconsistent, stemming from a total number of 16 divorced chaplains. The conclusions reached at any point concerning Jewish chaplains would also have to be considered tentative, since the total number was 24.

Random error is assumed by the combination of human error in marking answer sheets and in reading by the OPSCAN optical mark reader. However, errors in the latter are held to be approximately equal to human key punch errors.

For each question the computer printout contains the following information: total number responding to the question, demographic or attitudinal response by category in number and percentage, the numerical average response, the standard deviation, and the 95% confidence interval.

Correspondence concerning research methodology or results may be addressed to Strategic Studies Institute, US Army War College, Carlisle

Barracks, PA 17013 or to the author, Chaplain(COL) Kermit D. Johnson,
FORSCOM Staff Chaplain, Headquarters, United States Army Forces Command,
Fort McPherson, Georgia 30330.

RECOMMENDATIONS

1. That the research findings of this study be used by the Office of the Chief of Chaplains as an input to the current Professional Development Study.

2. That the Office of the Chief of Chaplains make available to all chaplains the results of this study, with the suggestion that the findings be discussed at major command, post, and unit levels.

3. That policies and practices of the Office of the Chief of Chaplains, the US Army Chaplain School, major commands, and posts be reviewed, in light of the findings of this research.

4. That the US Army Chaplain Board retain copies of the computer tapes containing the results of the survey for further research into the data provided by the tapes. Further, that the Board conduct additional research into areas of importance suggested by the study, but which are incomplete or inconclusive in the study itself.

5. That the US Army Chaplain Board undertake follow-on research at a later date using the same survey or pertinent parts of it to further establish validity and measure changes in attitude and demography.

SELECTED BIBLIOGRAPHY

BOOKS

1. Argyris, Chris. Integrating the Individual and the Organization. New York: Wiley 1964.
2. Backstrom, Charles H. and Hursh, Gerald D. Survey Research. Evanston: Northwestern University Press, 1963.
3. Balsey, Howard L. and Clover, Vernon T. Business Research Methods. Columbus, Ohio: Grid, Inc., 1974.
4. Borg, Walter R. and Gall, Meredith D. Educational Research. New York: David McKay Co. Inc., 1963.
5. Burch, Genevieve W., Jud, Gerald J., Mills, Edgar W., Jr., Ex-Pastors. Philadelphia: Pilgrim Press, 1970.
6. Carroll, Bonnie. Job Satisfaction. Ithaca, NY: Cornell University, 1973.
7. Cook, Stuart W., Deutsch, Morton, Jahoda, Marie, Selltitz, Claire. Research Methods in Social Relations. New York: Holt, Rinehart & Winston, 1962.
8. Cummings, L. L. and Schwab, Donald P. Performance in Organizations. Glenview, IL: Scott Foresman and Co., 1973.
9. Cummings, L. L. and Scott, W. D. Readings in Organizational Behavior and Human Performance. Homewood, IL: Richard D. Irwin, Inc., 1973.
10. Drucker, Peter F., Management, Tasks, Responsibilities, Practices. New York: Harper & Row, 1973.
11. Herzberg, Frederick, Work and the Nature of Men. Cleveland: The World Publishing Co., 1971.
12. Herzberg, Frederick, Mausner, Bernard, and Snyderman, Barbara. The Motivation to Work. New York: John Wiley & Sons, Inc., 1959.
13. Kahn, Robert L. and Katz, Daniel. The Social Psychology of Organizations. New York: Wiley, 1966.
14. Likert, Rensis. The Human Organization. New York: McGraw-Hill, 1967.
15. McGregor, Douglas. The Human Side of Enterprise. New York: McGraw-Hill, 1960.

16. Odiorne, George S. Personnel Administration by Objectives. Homewood, IL: R. D. Irwin, 1971.
17. Sutermeister, Robert A. People and Productivity. New York: McGraw-Hill, 1963.
18. Tannenbaum, Arnold S. Social Psychology of the Work Organization. Belmont, CA: Brooks/Cole Publishing Co., 1966.

PERIODICALS

1. Herzberg, Frederick. "One More Time: How Do You Motivate Employees?", Harvard Business Review, Jan-Feb 1968, pp. 53-62.
2. Kinlaw, Dennis C. "Resistances to the Growth of Collegiality in the Military Chaplaincy." Military Chaplain's Review, Fall 1975, pp. 63-68.
3. Lawler, Edward E. and Porter, Lyman W. "The Effect of Performance on Job Satisfaction." Industrial Relations, Vol. 7, pp. 20-28.
4. Lawler, Edward E. and Porter, Lyman W. "What Job Attitudes Tell About Motivation." Harvard Business Review, Jan-Feb 1968, pp. 118-126.
5. Lee, James A. "Behavioral Theory vs. Reality." Harvard Business Review, Mar-Apr 1971, pp. 20-28.
6. Mitchell, Vance F. and Porter, Lyman W. "Comparative Study of Need Satisfaction in Military and Business Hierarchies." Journal of Applied Psychology, Vol. 51, No. 2, 1967, pp. 139-144.

PUBLIC DOCUMENTS

1. Office of the Assistant Secretary of Defense, Manpower, and Reserve Affairs. Job Satisfaction in Industry and in the Military, September 1973.

STUDENT RESEARCH PAPERS

1. Consland, W. C., LTC and Malone, D. M., LTC. "Winners Lose: Dissatisfaction with the Army General Staff." United States Army War College, 1970.
2. McGovern, Russell D. "Factors of Army Officer Motivation." National War College, May 1967.

STUDIES

1. Bennett, Lester E., Daniels, John M., Folta, Russell J., Kreuzer, Roger L., Krupa, Stephen P. "An Analysis of Motivational Forces Which Influence Officers in the Armed Forces." George Washington University, June 29, 1971.
2. Hutcheson, Richard G, Rear Admiral, Chaplain Corps, USN (Ret). "Responsive Chaplaincy for the Late Seventies." Army Contract, 1975.
3. Treuer, Warren L. "A Study Proposing Changes and Innovations in the Future Education and Training of United States Army Chaplains," 1974.
4. US Army Chaplain Center and School. "Report of Conference on Chaplain Training," January 23-25, 1974.

APPENDIX 1

US ARMY CHAPLAIN SURVEY

Conducted by Ch(COL) Kermit D. Johnson
under the sponsorship of the Office of
the Chief of Chaplains

US Army War College
Carlisle Barracks, PA 17013
March 1976

US ARMY CHAPLAIN SURVEY

Your help is desired in a study which seeks to isolate factors which influence job satisfaction among Army chaplains. The opinions you express may well influence important decisions regarding the work and role of chaplains. Your frank response is solicited. All answers you give will be entirely confidential and your name need not be listed. Information you give will be used solely to determine group trends, when they exist.

We are interested in your attitudes, opinions and perceptions rather than detailed analyses. Therefore, please do not spend a great deal of time on any one item. If you feel strongly that you are unable to respond to a particular statement, you may omit it. However, please do not omit a response simply because it is difficult to answer.

In completing the inclosed answer sheet use a #2 lead pencil and mark your answers to each question carefully, making sure your answer corresponds to the question number on the questionnaire. If you need to erase, do so completely. Please return the answer sheet and questionnaire in as good condition as possible in the inclosed self-addressed envelope.

Part I of this survey requests data concerning yourself. Please respond to every question. Questions in this part are answered by marking an appropriate response number, as illustrated by the example below.

EXAMPLE

Age At Last Birthday

1. 30 or less
2. 31-40
3. 41-50
4. 51 or over

ANSWER SHEET

- 0
1
~~2~~
3
4
5
6
7
8
9

Proceed Now To PART I

PART I:

1. Age At Last Birthday

1. 30 or less
2. 31-40
3. 41-50
4. 51 or over

2. Years Civilian Clergy Experience

1. Less than 1
2. 1-2.9
3. 3-4.9
4. 5 or more

3. Total Years Active Duty Service as a Chaplain

1. 0-2.9
2. 3-9.9
3. 10-19.9
4. 20 or more

4. Component

1. Regular Army
2. United States Army Reserve
3. National Guard

5. Rank

1. Captain
2. Major
3. Lieutenant Colonel
4. Colonel

6. Marital State

1. Single
2. Married
3. Divorced
4. Separated

7. Denomination

1. Jewish
2. Protestant
3. Roman Catholic
4. Other

8. Total Number Permanent Change of Station Moves

1. 0-3
2. 4-8
3. 9-13
4. 14 or more

9-14 Education:

9. USACHS Career Course

1. Yes
2. No

10. Master's Degree other than Master of Divinity

1. Yes
2. No

11. Doctor's Degree

1. Yes
2. No

12. Clinical Pastoral Education one quarter or more

1. Yes
2. No

13. US Army Command and General Staff College or Armed Forces Staff College (Resident or Non-Resident)

1. Yes
2. No

14. Senior Service College (US Army War College, National War College, Industrial College of the Armed Forces)

1. Yes
2. No

15. Race: I consider myself to be

1. American Indian
2. Caucasian (White)
3. Negro (Black)
4. Oriental
5. Spanish-American
6. Other

16. Current Assignment: Check the single category which most appropriately describes your present assignment:

1. Troop chaplain
2. Housing area chaplain
3. Special ministry (hospital, confinement, specialized counseling, religious education, drug, and alcohol, etc.)
4. Supervisor
5. Education (Staff and Faculty or CPE supervisor, etc.)
6. Administrative/Staff
7. Student
8. Readiness Region or Group Chaplain
9. Small post chaplain

PART II:

This section of the survey consists of individual statements to which you are asked to respond in one of four ways as listed in the example below. Please respond to every question with the most suitable answer.

EXAMPLE

ANSWER SHEET

I am satisfied with my pay and allowances.

1. Strongly Agree
2. Agree
3. Disagree
4. Strongly Disagree

•0•
•1•
•2•
~~•3•~~
•4•
•5•
•6•
•7•
•8•
•9•

(Answer number 3 as checked, indicates disagreement with the statement, but not strong disagreement.)

Proceed Now To PART II

PART II:

FOR EACH OF THE FOLLOWING QUESTIONS,

IF YOU:	Strongly Agree	Agree	Disagree	Strongly Disagree
THEN MARK:	1	2	3	4

17. In my mind, I believe my service as an Army chaplain has been a success.
18. I am more satisfied with my work as an Army chaplain than I would be as a civilian clergyman.
19. I have a strong desire to influence other people.
20. My fellow chaplains have a high degree of respect for me.
21. During my time in the Chaplaincy, I have experienced considerable intellectual growth.
22. I have felt confident in my ability to do nearly any task required of me as a chaplain.
23. Most of my closest friends are chaplains.
24. What my rating officer thinks of me matters more than what my denominational representative thinks of me.
25. My rank is the most important factor in defining my social status as an Army chaplain.

FOR EACH OF THE FOLLOWING QUESTIONS,				
IF YOU:	Strongly Agree	Agree	Disagree	Strongly Disagree
THEN MARK:	1	2	3	4

26. During my time in the chaplaincy, I have experienced considerable spiritual growth.
27. How laypersons of my military congregation/parish regard me is more important than what my commanding officer thinks of me.
28. My wife likes Army life. (Leave blank if single)
29. My commanding officer has a high degree of respect for me.
30. I am satisfied with my present job.
31. As an Army chaplain, my prior education has been underutilized.
32. What I do in my off-duty time is of more interest to me than my work.
33. I would rather work alone than in a chaplain group.
34. I do not have enough time off for my family and/or private life.
35. I am over-supervised in my work.
36. The US Army Chaplain School has prepared me adequately for my responsibilities as an Army chaplain.
37. I would rather be a specialist of my choosing (Clinical Pastoral Education, Hospital, Religious Education, etc.) than a "generalist."
38. I am satisfied with my role as a clergyman in the US Army.
39. The chaplaincy does not offer enough opportunity for professional growth.
40. I desire more freedom for independent action in doing my work as a chaplain.
41. I have been moved from one job to another too often.
42. I wish my job were more challenging.
43. My work as a chaplain is very interesting.

44-50. If you could have the choice of working in any of the following functional areas, how satisfying would they be? Indicate your degree of satisfaction with each area listed by marking on the answer sheet any number from 1 through 9, ranging from 1 as extremely dissatisfying through 9 as extremely satisfying.

44. Supervisor

45. Administrative/Staff

46. Education (Staff and Faculty of a service school, CPE supervisor, etc.)

47. Special Ministries (hospital, confinement, CPE counseling)

48. Troop chaplain

49. Housing area chaplain

50. Small post chaplain

Proceed to the next page.

51-66. From the following sixteen possible roles for Army chaplains, indicate the degree of satisfaction you would derive from service in each role, by again marking on the answer sheet any number from 1 through 9, ranging from 1 as extremely dissatisfying through 9 as extremely satisfying.

51. Counselor
52. Personal Effectiveness Training Instructor
53. Organization Development Specialist
54. Staff officer and religious advisor to the commander
55. Evangelist-missionary
56. Administrator and organizer
57. Preacher
58. Liturgist or priest: baptism, circumcision, marriage, communion, mass, funerals, etc.
59. Leader in social action: race relations, community affairs, etc.
60. Visitor of troops and families
61. Morals and morale builder
62. Religious educator or teacher
63. Representative of your denomination or church
64. Civilian community relations liaison
65. Human Self-Development Instructor
66. Supervisor of other chaplains

FOR EACH OF THE FOLLOWING QUESTIONS,				
IF YOU:	Strongly Agree	Agree	Disagree	Strongly Disagree
THEN MARK:	1	2	3	4

67. I consider social obligations to be a valid part of my duties as a chaplain.

68. I like the idea of having Specialty Skill Identifiers (SSI), rather than a single Chaplain MOS.

69. I would rather be rated by a line officer than a chaplain.

FOR EACH OF THE FOLLOWING QUESTIONS,				
IF YOU:	Strongly Agree	Agree	Disagree	Strongly Disagree
THEN MARK:	1	2	3	4

70. I feel closer to the chaplaincy than to my denomination.
71. I am satisfied with my pay and allowances.
72. The quality of military housing, when provided for Army chaplains, is satisfactory.
73. If I could be guaranteed the job of my choice on a long-term basis, I would be willing to forego promotion.
74. For promotion purposes, it is better to be a "specialist" than a "generalist."
75. I would like to be rated by my peers or fellow chaplains in Officer Efficiency Reports.
76. For promotion purposes, it is better to be from a large denomination than a smaller one.
77. For promotion purposes, it is better for a chaplain to be a member of a racial minority.
78. For promotion purposes, it is better to have advanced civilian education than advanced military education.
79. The Army officers me good job security.
80. I have had ample opportunity to discuss and participate in decisions affecting my career.
81. I am in general accord with the present goals and programs of the Army chaplaincy.
82. My church or denomination has a strong impact on the things I do as a chaplain.
83. Regular Army chaplains receive more favorable career consideration than active duty chaplains who are not in the Regular Army.
84. I feel that the Personnel Directorate of the Office of the Chief of Chaplains has a strong interest in my professional career development.
85. My present supervisory chaplain has taken a strong personal interest in my professional career development.
86. I believe commanders usually are more interested in chaplains working for military goals than church-oriented goals.

	FOR EACH OF THE FOLLOWING QUESTIONS,			
IF YOU:	Strongly Agree	Agree	Disagree	Strongly Disagree
THEN MARK:	1	2	3	4

87. The amount of guidance I receive from supervisory chaplains is insufficient.
88. The Army chaplaincy is less relevant to the military community than is the civilian church to the civilian community.
89. I feel that I am theologically better informed than my civilian counterparts.
90. The 9 month chaplain advanced course should be reduced in length.
91. Usually my commanding officers have understood my role as a chaplain.
92. Other branches appear to have more clearly defined career patterns than the chaplaincy.
93. I would prefer to have short courses of preparation just prior to each job assignment instead of the 9 month advanced course.
94. I would like to see rank for chaplains eliminated.
95. I would rather have one year at the US Army Command and General Staff College than a year of civilian education.
96. I desire more opportunities for theological update.
97. As a rule, supervisory chaplains have respected the denominational practices to which I am committed.
98. For the most part, I believe supervisory chaplains have been diligent in communicating to me necessary command or technical branch information I needed to know.
99. I feel chaplains need to work more closely with one another than they do.
100. I would like to spend more time with chaplains in open sharing and discussion of mutual problems.
101. My supervisory chaplain values my opinions with respect to religious program planning.
102. I would like the opportunity to apply for specific chaplain assignments.

	FOR EACH OF THE FOLLOWING QUESTIONS,			
IF YOU:	Strongly Agree	Agree	Disagree	Strongly Disagree
THEN MARK:	1	2	3	4

103. I consider rank to be an impediment to working more closely with other chaplains.

104. In doing my duty as a chaplain, if I were to have a conflict with my commanding officer, I am confident my supervisory chaplain would support me.

105. Advanced education for chaplains should include more opportunities for theological studies.

106. Advanced education for chaplains should include more opportunities for study in the behavioral sciences.

107. The rewards I sought in becoming a clergyman are different from those which I find in the Army.



DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF CHAPLAINS
WASHINGTON, D.C. 20310

REPLY TO
ATTENTION OF:

22 March 1976

Dear Chaplain:

Enclosed is a US Army Chaplain Survey which seeks to determine some of the factors influencing job satisfaction among Army chaplains. This is part of the work being done by Chaplain Kermit D. Johnson at the US Army War College in response to a research request by the US Army Chaplain Board. I am vitally interested in the results of this research because it will indicate to me some of the things you consider to be important about your work, the Chaplaincy, and the Army. Further, the answers you give may impact on future directions of the Chaplaincy.

Your participation in this survey is voluntary and individual responses will be confidential. It will require about 30 minutes of your time. Upon completion of the survey, please place your answer sheet as pre-folded in the franked return envelope and mail by 5 April to Chaplain (Colonel) Kermit D. Johnson, US Army War College, Class of 1976, Carlisle Barracks, PA 17013.

Be assured of my continued respect and appreciation for your dedicated work.

Your colleague,

PHILIP E. KELLY
Chaplain (Major General), USA
Chief of Chaplains

Incl
as



US ARMY CHAPLAIN SURVEY MARCH 1976

QUESTION NUMBER 1

AGE

RESPONSE	FREQUENCY	%
100	81	6.2
200	353	35.5
300	451	45.4
400	78	7.9
TOTAL	963	
AVERAGE	2.36	
STANDARD DEVIATION	0.75	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.31 AND 2.61		

QUESTION NUMBER 2

V65 CIV EMP

RESPONSE	FREQUENCY	%
100	67	6.9
200	152	16.6
300	225	23.1
400	520	53.4
TOTAL	964	
AVERAGE	3.23	
STANDARD DEVIATION	0.96	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 3.17 AND 3.29		

QUESTION NUMBER 3

V65 ACTIVE DUTY

RESPONSE	FREQUENCY	%
100	154	15.8
200	329	33.8
300	450	46.3
400	29	4.0
TOTAL	972	
AVERAGE	2.38	
STANDARD DEVIATION	0.90	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.33 AND 2.44		

QUESTION NUMBER 4

COMPONENT 1-4 2-5 3-6

RESPONSE	FREQUENCY	%
100	277	28.9
200	611	63.6
300	72	7.5
TOTAL	960	
AVERAGE	1.79	
STANDARD DEVIATION	0.56	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.75 AND 1.82		

QUESTION NUMBER 5

RANK 1-2 3-4 5-6 7-8 9-10

RESPONSE	FREQUENCY	%
100	301	30.5
200	396	40.1
300	223	22.6
400	67	6.8
TOTAL	987	
AVERAGE	2.64	
STANDARD DEVIATION	0.89	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.00 AND 2.11		

QUESTION NUMBER 6

MARITAL STATUS 1-5 2-4 3-6 4-5 6-7

RESPONSE	FREQUENCY	%
100	172	17.5
200	792	80.5
300	16	1.6
400	4	0.4
TOTAL	984	
AVERAGE	1.45	
STANDARD DEVIATION	0.43	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.02 AND 1.08		

QUESTION NUMBER 7

DENOM 1-2 3-4 5-6 7-8 9-10

RESPONSE	FREQUENCY	%
100	24	2.4
200	793	80.8
300	146	14.8
400	26	2.6
TOTAL	989	
AVERAGE	2.18	
STANDARD DEVIATION	0.50	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.14 AND 2.21		

QUESTION NUMBER 8

PCS MOVES

RESPONSE	FREQUENCY	%
100	221	28.6
200	477	48.7
300	248	25.3
400	34	3.5
TOTAL	980	
AVERAGE	2.10	
STANDARD DEVIATION	0.78	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.03 AND 2.15		

QUESTION NUMBER 9

CR COURSE 1-2 3-4 5-6 7-8 9-10

RESPONSE	FREQUENCY	%
100	631	64.2
200	352	35.8
TOTAL	983	
AVERAGE	1.36	
STANDARD DEVIATION	0.48	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.33 AND 1.39		

QUESTION NUMBER 10

WSTP DEG
 * RESPONSE * FREQUENCY *
 * 1 * 551 50.3 *
 * 2 * 429 43.7 *
 * TOTAL * 979 *
 * AVERAGE * 1.04 *
 * STANDARD DEVIATION * 0.50 *
 * THERE IS A .95 PROBABILITY THAT THE *
 * TRUE MEAN OF THE POPULATION FROM *
 * WHICH THIS SAMPLE WAS DRAWN IS *
 * BETWEEN 1.01 AND 1.07 *
 *

QUESTION NUMBER 11

BDC DEG
 * RESPONSE * FREQUENCY *
 * 1 * 58 5.9 *
 * 2 * 920 95.1 *
 * TOTAL * 979 *
 * AVERAGE * 1.05 *
 * STANDARD DEVIATION * 0.24 *
 * THERE IS A .95 PROBABILITY THAT THE *
 * TRUE MEAN OF THE POPULATION FROM *
 * WHICH THIS SAMPLE WAS DRAWN IS *
 * BETWEEN 1.03 AND 1.06 *
 *

QUESTION NUMBER 12

CPE
 * RESPONSE * FREQUENCY *
 * 1 * 356 38.6 *
 * 2 * 617 63.4 *
 * TOTAL * 973 *
 * AVERAGE * 1.53 *
 * STANDARD DEVIATION * 0.28 *
 * THERE IS A .95 PROBABILITY THAT THE *
 * TRUE MEAN OF THE POPULATION FROM *
 * WHICH THIS SAMPLE WAS DRAWN IS *
 * BETWEEN 1.60 AND 1.67 *
 *

QUESTION NUMBER 13

CSC
 * RESPONSE * FREQUENCY *
 * 1 * 149 14.2 *
 * 2 * 830 80.8 *
 * TOTAL * 979 *
 * AVERAGE * 1.05 *
 * STANDARD DEVIATION * 0.36 *
 * THERE IS A .95 PROBABILITY THAT THE *
 * TRUE MEAN OF THE POPULATION FROM *
 * WHICH THIS SAMPLE WAS DRAWN IS *
 * BETWEEN 1.02 AND 1.07 *
 *

QUESTION NUMBER 14

SR SV COLL
 * RESPONSE * FREQUENCY *
 * 1 * 35 3.6 *
 * 2 * 943 96.4 *
 * TOTAL * 979 *
 * AVERAGE * 1.05 *
 * STANDARD DEVIATION * 0.19 *
 * THERE IS A .95 PROBABILITY THAT THE *
 * TRUE MEAN OF THE POPULATION FROM *
 * WHICH THIS SAMPLE WAS DRAWN IS *
 * BETWEEN 1.05 AND 1.06 *
 *

QUESTION NUMBER 15

RACE 10ND 20CAU 30MGG 40R 50SPAN 60DTH
 * RESPONSE * FREQUENCY *
 * 1 * 14 1.4 *
 * 2 * 905 91.6 *
 * 3 * 48 4.9 *
 * 4 * 9 0.9 *
 * 5 * 4 0.4 *
 * 6 * 8 0.8 *
 * TOTAL * 986 *
 * AVERAGE * 2.10 *
 * STANDARD DEVIATION * 0.31 *
 * THERE IS A .95 PROBABILITY THAT THE *
 * TRUE MEAN OF THE POPULATION FROM *
 * WHICH THIS SAMPLE WAS DRAWN IS *
 * BETWEEN 2.08 AND 2.13 *
 *

QUESTION NUMBER 16

CUR ASG 1TR 2ND 3SP 4SU 5EO 6OD 7ST 8RE 9SM
 * RESPONSE * FREQUENCY *
 * 1 * 331 33.6 *
 * 2 * 60 6.1 *
 * 3 * 116 11.8 *
 * 4 * 67 6.8 *
 * 5 * 54 5.5 *
 * 6 * 135 13.7 *
 * 7 * 102 10.3 *
 * 8 * 22 2.2 *
 * 9 * 99 10.0 *
 * TOTAL * 986 *
 * AVERAGE * 3.08 *
 * STANDARD DEVIATION * 2.79 *
 * THERE IS A .95 PROBABILITY THAT THE *
 * TRUE MEAN OF THE POPULATION FROM *
 * WHICH THIS SAMPLE WAS DRAWN IS *
 * BETWEEN 3.81 AND 3.16 *
 *

QUESTION NUMBER 17

SUCCESS
 * RESPONSE * FREQUENCY *
 * 1 * 656 66.5 *
 * 2 * 312 31.6 *
 * 3 * 15 1.5 *
 * 4 * 4 0.4 *
 * TOTAL * 987 *
 * AVERAGE * 1.36 *
 * STANDARD DEVIATION * 0.53 *
 * THERE IS A .95 PROBABILITY THAT THE *
 * TRUE MEAN OF THE POPULATION FROM *
 * WHICH THIS SAMPLE WAS DRAWN IS *
 * BETWEEN 1.32 AND 1.39 *
 *

QUESTION NUMBER 18

CH VS CIV
 * RESPONSE * FREQUENCY *
 * 1 * 373 37.9 *
 * 2 * 411 41.8 *
 * 3 * 179 18.2 *
 * 4 * 21 2.1 *
 * TOTAL * 984 *
 * AVERAGE * 1.45 *
 * STANDARD DEVIATION * 0.79 *
 * THERE IS A .95 PROBABILITY THAT THE *
 * TRUE MEAN OF THE POPULATION FROM *
 * WHICH THIS SAMPLE WAS DRAWN IS *
 * BETWEEN 1.60 AND 1.90 *
 *

INFLUENCE	FREQUENCY	X
RESPONSE	269	27.2
	608	61.0
	106	10.7
	7	0.7
TOTAL =	990	
AVERAGE =	1.05	
STANDARD DEVIATION =	0.62	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.01 AND 1.99		

```

.....
ABILITY TASK .....
.....
RESPONSE ..... FREQUENCY X .....
1 ..... 507 51.2
2 ..... 438 44.2
3 ..... 40 4.0
4 ..... 5 .05
.....
TOTAL = 990 .....
AVERAGE = 1.94 .....
STANDARD DEVIATION = 0.60 .....
THERE IS A .95 PROBABILITY THAT THE .....
TRUE MEAN OF THE POPULATION FROM .....
WHICH THIS SAMPLE WAS DRAWN IS .....
BETWEEN 1.50 AND 1.58 .....
.....

```

```

SOCIAL STAT
RESPONSE
10
200
300000
400000
522
TOTAL = 988
AVERAGE = 3.41
STANDARD DEVIATION = 0.73
THERE IS A .95 PROBABILITY THAT THE
TRUE MEAN OF THE POPULATION FROM
WHICH THIS SAMPLE WAS DRAWN IS
BETWEEN 3.37 AND 3.46
FREQUENCY X
2
5.5
30.0
52.0

```

RESPONSE	FREQUENCY	X
1	273	27.0
2	676	68.8
3	28	2.8
4	6	0.6
TOTAL	983	
STANDARD DEVIATION	1.76	
AVERAGE	0.52	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.73 AND 1.80		

RESPONSE	FREQUENCY	X
1	76	7.7
2	346	35.1
3	509	51.6
4	55	5.6
TOTAL	986	
AVERAGE	2.55	
STANDARD DEVIATION	0.92	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS OBTAIN IS		
BETWEEN 2.51 AND 2.60		

```

SPIN GROWTH
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
61
62
63
64
65
66
67
68
69
70
71
72
73
74
75
76
77
78
79
80
81
82
83
84
85
86
87
88
89
90
91
92
93
94
95
96
97
98
99
100
101
102
103
104
105
106
107
108
109
110
111
112
113
114
115
116
117
118
119
120
121
122
123
124
125
126
127
128
129
130
131
132
133
134
135
136
137
138
139
140
141
142
143
144
145
146
147
148
149
150
151
152
153
154
155
156
157
158
159
160
161
162
163
164
165
166
167
168
169
170
171
172
173
174
175
176
177
178
179
180
181
182
183
184
185
186
187
188
189
190
191
192
193
194
195
196
197
198
199
200
201
202
203
204
205
206
207
208
209
210
211
212
213
214
215
216
217
218
219
220
221
222
223
224
225
226
227
228
229
230
231
232
233
234
235
236
237
238
239
240
241
242
243
244
245
246
247
248
249
250
251
252
253
254
255
256
257
258
259
260
261
262
263
264
265
266
267
268
269
270
271
272
273
274
275
276
277
278
279
280
281
282
283
284
285
286
287
288
289
290
291
292
293
294
295
296
297
298
299
300
301
302
303
304
305
306
307
308
309
310
311
312
313
314
315
316
317
318
319
320
321
322
323
324
325
326
327
328
329
330
331
332
333
334
335
336
337
338
339
340
341
342
343
344
345
346
347
348
349
350
351
352
353
354
355
356
357
358
359
360
361
362
363
364
365
366
367
368
369
370
371
372
373
374
375
376
377
378
379
380
381
382
383
384
385
386
387
388
389
390
391
392
393
394
395
396
397
398
399
400
401
402
403
404
405
406
407
408
409
410
411
412
413
414
415
416
417
418
419
420
421
422
423
424
425
426
427
428
429
430
431
432
433
434
435
436
437
438
439
440
441
442
443
444
445
446
447
448
449
450
451
452
453
454
455
456
457
458
459
460
461
462
463
464
465
466
467
468
469
470
471
472
473
474
475
476
477
478
479
480
481
482
483
484
485
486
487
488
489
490
491
492
493
494
495
496
497
498
499
500
501
502
503
504
505
506
507
508
509
510
511
512
513
514
515
516
517
518
519
520
521
522
523
524
525
526
527
528
529
530
531
532
533
534
535
536
537
538
539
540
541
542
543
544
545
546
547
548
549
550
551
552
553
554
555
556
557
558
559
560
561
562
563
564
565
566
567
568
569
570
571
572
573
574
575
576
577
578
579
580
581
582
583
584
585
586
587
588
589
590
591
592
593
594
595
596
597
598
599
600
601
602
603
604
605
606
607
608
609
610
611
612
613
614
615
616
617
618
619
620
621
622
623
624
625
626
627
628
629
630
631
632
633
634
635
636
637
638
639
640
641
642
643
644
645
646
647
648
649
650
651
652
653
654
655
656
657
658
659
660
661
662
663
664
665
666
667
668
669
670
671
672
673
674
675
676
677
678
679
680
681
682
683
684
685
686
687
688
689
690
691
692
693
694
695
696
697
698
699
700
701
702
703
704
705
706
707
708
709
710
711
712
713
714
715
716
717
718
719
720
721
722
723
724
725
726
727
728
729
730
731
732
733
734
735
736
737
738
739
740
741
742
743
744
745
746
747
748
749
750
751
752
753
754
755
756
757
758
759
760
761
762
763
764
765
766
767
768
769
770
771
772
773
774
775
776
777
778
779
780
781
782
783
784
785
786
787
788
789
790
791
792
793
794
795
796
797
798
799
800
801
802
803
804
805
806
807
808
809
810
811
812
813
814
815
816
817
818
819
820
821
822
823
824
825
826
827
828
829
830
831
832
833
834
835
836
837
838
839
840
841
842
843
844
845
846
847
848
849
850
851
852
853
854
855
856
857
858
859
860
861
862
863
864
865
866
867
868
869
870
871
872
873
874
875
876
877
878
879
880
881
882
883
884
885
886
887
888
889
890
891
892
893
894
895
896
897
898
899
900
901
902
903
904
905
906
907
908
909
910
911
912
913
914
915
916
917
918
919
920
921
922
923
924
925
926
927
928
929
930
931
932
933
934
935
936
937
938
939
940
941
942
943
944
945
946
947
948
949
950
951
952
953
954
955
956
957
958
959
960
961
962
963
964
965
966
967
968
969
970
971
972
973
974
975
976
977
978
979
980
981
982
983
984
985
986
987
988
989
990
991
992
993
994
995
996
997
998
999
1000
1001
1002
1003
1004
1005
1006
1007
1008
1009
1010
1011
1012
1013
1014
1015
1016
1017
1018
1019
1020
1021
1022
1023
1024
1025
1026
1027
1028
1029
1030
1031
1032
1033
1034
1035
1036
1037
1038
1039
```

RESPONSE	FREQUENCY	X
1	309	37.3
2	460	46.5
3	135	12.6
4	35	3.5
TOTAL	939	
AVERAGE	1.32	
STANDARD DEVIATION	0.70	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN	1.77 AND	1.07

RESPONSE	FREQUENCY	X
1	45	4.0
2	24	21.9
3	42	49.1
4	210	21.4
TOTAL	981	
AVERAGE	2.37	
STANDARD DEVIATION	0.79	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN	2.02 AND	2.92

QUESTION NUMBER	CONGR VS RAY OFF	RESPONSE	FREQUENCY	X
27		1000	131	19.4
		2000000000	566	57.9
		3000000	285	27.1
		40	16	1.6
		TOTAL	978	
		AVERAGE	2.17	
		STANDARD DEVIATION	0.66	
		THERE IS A .95 PROBABILITY THAT THE		
		TRUE MEAN OF THE POPULATION FROM		
		WHICH THIS SAMPLE WAS DRAWN IS		
		BETWEEN 2.13 AND 2.21		

QUESTION NUMBER 37
SPEC CHOOSING VS GEN

RESPONSE	FREQUENCY	X
1	161	16.1
2	225	22.5
3	420	42.0
4	163	16.3
TOTAL	909	
AVERAGE	2.53	
STANDARD DEVIATION	0.96	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.57 AND 2.69		

QUESTION NUMBER 38
SAT ROLE IN ARMY

RESPONSE	FREQUENCY	X
1	403	40.3
2	473	47.3
3	93	9.3
4	23	2.3
TOTAL	992	
AVERAGE	1.73	
STANDARD DEVIATION	0.72	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.69 AND 1.78		

QUESTION NUMBER 39
OPP PRO GROWTH

RESPONSE	FREQUENCY	X
1	67	6.7
2	166	16.6
3	454	45.4
4	307	30.7
TOTAL	994	
AVERAGE	3.01	
STANDARD DEVIATION	0.86	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.95 AND 3.06		

QUESTION NUMBER 40
FREE INDISP ACTION

RESPONSE	FREQUENCY	X
1	67	6.7
2	265	26.5
3	572	57.2
4	83	8.3
TOTAL	987	
AVERAGE	2.58	
STANDARD DEVIATION	0.72	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.63 AND 2.73		

QUESTION NUMBER 41
MOVED JOB TOO OFTEN

RESPONSE	FREQUENCY	X
1	90	9.0
2	163	16.3
3	571	57.1
4	170	17.0
TOTAL	994	
AVERAGE	2.62	
STANDARD DEVIATION	0.82	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.77 AND 2.98		

QUESTION NUMBER 42
JOB CHALLENGING

RESPONSE	FREQUENCY	X
1	76	7.6
2	131	13.1
3	590	59.0
4	241	24.1
TOTAL	998	
AVERAGE	3.06	
STANDARD DEVIATION	0.69	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 3.01 AND 3.10		

QUESTION NUMBER 43
WORK INTERESTING

RESPONSE	FREQUENCY	X
1	528	52.8
2	420	42.0
3	34	3.4
4	7	0.7
TOTAL	989	
AVERAGE	1.51	
STANDARD DEVIATION	0.60	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.49 AND 1.55		

QUESTION NUMBER 44
SUPERVISOR

RESPONSE	FREQUENCY	X
1	48	4.8
2	49	4.9
3	65	6.5
4	66	6.6
5	130	13.0
6	112	11.2
7	106	10.6
8	140	14.0
9	179	17.9
TOTAL	995	
AVERAGE	6.15	
STANDARD DEVIATION	2.33	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 6.00 AND 6.30		

QUESTION NUMBER 49
ADMIN STAFF

RESPONSE	FREQUENCY	X
1000	117	11.6
2000	106	10.7
3000	122	12.3
4000	96	9.7
5000	147	14.6
6000	104	10.5
7000	132	13.3
8000	81	8.2
9000	87	8.6
TOTAL	992	
AVERAGE	4.93	
STANDARD DEVIATION	2.49	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 4.67 AND 4.99		

QUESTION NUMBER 46
ED

RESPONSE	FREQUENCY	X
1000	108	10.9
2000	91	9.2
3000	106	10.7
4000	100	10.1
5000	118	11.9
6000	82	8.2
7000	134	13.5
8000	117	11.8
9000	138	13.6
TOTAL	994	
AVERAGE	5.24	
STANDARD DEVIATION	2.63	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 5.07 AND 5.40		

QUESTION NUMBER 47
SPEC MINISTRIES

RESPONSE	FREQUENCY	X
1000	79	8.0
2000	82	8.3
3000	91	9.2
4000	98	9.9
5000	133	13.4
6000	103	10.4
7000	147	14.6
8000	111	11.2
9000	149	15.0
TOTAL	993	
AVERAGE	5.49	
STANDARD DEVIATION	2.52	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 5.33 AND 5.65		

QUESTION NUMBER 48
THROOP CH

RESPONSE	FREQUENCY	X
1000	45	4.5
2000	38	3.8
3000	54	5.4
4000	50	5.0
5000	81	8.2
6000	101	10.2
7000	147	14.8
8000	212	21.4
9000	264	26.6
TOTAL	992	
AVERAGE	6.65	
STANDARD DEVIATION	2.35	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 6.30 AND 6.80		

QUESTION NUMBER 45
HOU AREA CH

RESPONSE	FREQUENCY	X
1000	67	6.7
2000	65	6.5
3000	61	6.1
4000	65	6.5
5000	96	9.7
6000	95	9.4
7000	152	15.2
8000	208	20.9
9000	194	19.5
TOTAL	993	
AVERAGE	6.12	
STANDARD DEVIATION	2.51	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 5.96 AND 6.28		

QUESTION NUMBER 50
SN POST CH

RESPONSE	FREQUENCY	X
1000	65	6.6
2000	53	5.3
3000	32	3.2
4000	42	4.2
5000	73	7.4
6000	72	7.3
7000	140	14.1
8000	227	22.8
9000	306	30.9
TOTAL	990	
AVERAGE	6.81	
STANDARD DEVIATION	2.43	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 6.60 AND 6.96		

QUESTION NUMBER 31

COUNSELOR	RESPONSE	FREQUENCY	X
1	10000	58	3.8
2	20000	34	3.4
3	30000	30	3.0
4	40000	35	3.5
5	50000	57	5.8
6	60000	84	8.5
7	70000	182	18.0
8	80000	235	23.8
9	90000	294	29.7
TOTAL	989		
AVERAGE	7.20		
STANDARD DEVIATION	2.19		
THERE IS A .95 PROBABILITY THAT THE			
TRUE MEAN OF THE POPULATION FROM			
WHICH THIS SAMPLE WAS DRAWN IS			
BETWEEN 6.66 AND 7.14			

QUESTION NUMBER 32

PET	RESPONSE	FREQUENCY	X
1	10000	121	12.3
2	20000	117	11.9
3	30000	125	12.7
4	40000	117	11.9
5	50000	120	13.0
6	60000	88	8.9
7	70000	119	12.1
8	80000	88	8.9
9	90000	81	8.2
TOTAL	984		
AVERAGE	4.71		
STANDARD DEVIATION	2.51		
THERE IS A .95 PROBABILITY THAT THE			
TRUE MEAN OF THE POPULATION FROM			
WHICH THIS SAMPLE WAS DRAWN IS			
BETWEEN 4.55 AND 4.87			

QUESTION NUMBER 33

06 SPEC	RESPONSE	FREQUENCY	X
1	10000	193	19.6
2	20000	166	18.9
3	30000	125	12.7
4	40000	66	9.7
5	50000	107	10.9
6	60000	81	8.2
7	70000	86	8.7
8	80000	73	7.4
9	90000	58	5.9
TOTAL	985		
AVERAGE	4.07		
STANDARD DEVIATION	2.54		
THERE IS A .95 PROBABILITY THAT THE			
TRUE MEAN OF THE POPULATION FROM			
WHICH THIS SAMPLE WAS DRAWN IS			
BETWEEN 3.81 AND 4.24			

QUESTION NUMBER 34

STAFF OFF REL ADV CMDR	RESPONSE	FREQUENCY	X
1	10000	50	5.1
2	20000	65	6.6
3	30000	77	7.8
4	40000	90	9.1
5	50000	161	16.3
6	60000	133	13.5
7	70000	179	18.1
8	80000	135	13.7
9	90000	97	9.8
TOTAL	987		
AVERAGE	5.45		
STANDARD DEVIATION	2.25		
THERE IS A .95 PROBABILITY THAT THE			
TRUE MEAN OF THE POPULATION FROM			
WHICH THIS SAMPLE WAS DRAWN IS			
BETWEEN 5.51 AND 5.80			

QUESTION NUMBER 35

EVANG MISSIONARY	RESPONSE	FREQUENCY	X
1	10000	98	18.0
2	20000	80	9.1
3	30000	98	10.0
4	40000	100	10.2
5	50000	149	15.2
6	60000	123	12.5
7	70000	119	12.1
8	80000	108	11.0
9	90000	107	10.9
TOTAL	982		
AVERAGE	5.19		
STANDARD DEVIATION	2.08		
THERE IS A .95 PROBABILITY THAT THE			
TRUE MEAN OF THE POPULATION FROM			
WHICH THIS SAMPLE WAS DRAWN IS			
BETWEEN 5.03 AND 5.35			

QUESTION NUMBER 36

ADMIN ORGANIZER	RESPONSE	FREQUENCY	X
1	10000	94	9.3
2	20000	87	8.8
3	30000	107	10.8
4	40000	120	12.2
5	50000	168	15.0
6	60000	123	12.5
7	70000	157	15.6
8	80000	69	7.0
9	90000	82	8.3
TOTAL	987		
AVERAGE	5.00		
STANDARD DEVIATION	2.37		
THERE IS A .95 PROBABILITY THAT THE			
TRUE MEAN OF THE POPULATION FROM			
WHICH THIS SAMPLE WAS DRAWN IS			
BETWEEN 4.85 AND 5.15			

QUESTION NUMBER 57

PREACHER	RESPONSE	FREQUENCY	X
1	100	41	4.1
2	200	28	2.8
3	300	14	1.4
4	400	29	2.9
5	500	63	6.3
6	600	74	7.4
7	700	160	16.1
8	800	238	24.0
9	900	366	36.9
TOTAL	993		
AVERAGE	7.28		
STANDARD DEVIATION	2.14		
THERE IS A .95 PROBABILITY THAT THE			
TRUE MEAN OF THE POPULATION FROM			
WHICH THIS SAMPLE WAS DRAWN IS			
BETWEEN 7.015 AND 7.42			

QUESTION NUMBER 58

LITURGIST PRIEST	RESPONSE	FREQUENCY	X
1	100	57	5.8
2	200	63	6.4
3	300	57	5.8
4	400	64	6.5
5	500	118	11.9
6	600	101	10.2
7	700	146	14.8
8	800	181	18.3
9	900	202	20.4
TOTAL	989		
AVERAGE	6.16		
STANDARD DEVIATION	2.46		
THERE IS A .95 PROBABILITY THAT THE			
TRUE MEAN OF THE POPULATION FROM			
WHICH THIS SAMPLE WAS DRAWN IS			
BETWEEN 6.001 AND 6.32			

QUESTION NUMBER 59

LOR SOC ACTION	RESPONSE	FREQUENCY	X
1	100	89	9.0
2	200	98	9.9
3	300	118	11.9
4	400	129	13.0
5	500	157	15.9
6	600	136	13.7
7	700	133	13.4
8	800	85	8.6
9	900	45	4.5
TOTAL	990		
AVERAGE	4.82		
STANDARD DEVIATION	2.25		
THERE IS A .95 PROBABILITY THAT THE			
TRUE MEAN OF THE POPULATION FROM			
WHICH THIS SAMPLE WAS DRAWN IS			
BETWEEN 4.68 AND 4.96			

QUESTION NUMBER 60

VISITOR	RESPONSE	FREQUENCY	X
1	100	36	3.6
2	200	38	3.8
3	300	49	5.0
4	400	63	6.4
5	500	112	11.3
6	600	158	16.0
7	700	185	18.7
8	800	178	18.0
9	900	170	17.2
TOTAL	989		
AVERAGE	6.16		
STANDARD DEVIATION	2.16		
THERE IS A .95 PROBABILITY THAT THE			
TRUE MEAN OF THE POPULATION FROM			
WHICH THIS SAMPLE WAS DRAWN IS			
BETWEEN 6.20 AND 6.08			

QUESTION NUMBER 61

MORALS MORALE	RESPONSE	FREQUENCY	X
1	100	74	7.4
2	200	94	9.4
3	300	87	8.7
4	400	107	10.8
5	500	156	15.6
6	600	160	16.0
7	700	158	15.8
8	800	109	10.9
9	900	68	6.8
TOTAL	989		
AVERAGE	5.19		
STANDARD DEVIATION	2.31		
THERE IS A .95 PROBABILITY THAT THE			
TRUE MEAN OF THE POPULATION FROM			
WHICH THIS SAMPLE WAS DRAWN IS			
BETWEEN 5.04 AND 5.33			

QUESTION NUMBER 62

REL TO TEACH	RESPONSE	FREQUENCY	X
1	100	42	4.3
2	200	74	7.4
3	300	64	6.4
4	400	73	7.4
5	500	118	11.9
6	600	129	13.0
7	700	171	17.3
8	800	178	18.0
9	900	138	14.0
TOTAL	989		
AVERAGE	5.98		
STANDARD DEVIATION	2.33		
THERE IS A .95 PROBABILITY THAT THE			
TRUE MEAN OF THE POPULATION FROM			
WHICH THIS SAMPLE WAS DRAWN IS			
BETWEEN 5.83 AND 6.13			

QUESTION NUMBER 63	QUESTION NUMBER 65	QUESTION NUMBER 67
REP DEMO	MSO INSTRUCTOR	SOCIAL OBLIG VALID
RESPONSE	RESPONSE	RESPONSE
1 40 4.1	1 198 20.1	1 309 31.9
2 60 6.1	2 99 10.1	2 570 58.4
3 61 6.2	3 109 11.1	3 73 7.5
4 67 6.8	4 118 12.0	4 24 7.5
5 122 12.4	5 102 10.5	
6 108 11.0	6 103 10.5	
7 164 16.6	7 116 11.8	
8 186 19.7	8 55 5.6	
9 178 18.1	9 44 4.5	
TOTAL 986	TOTAL 984	TOTAL 976
AVERAGE 6.19	AVERAGE 4.24	AVERAGE 1.41
STANDARD DEVIATION 2.34	STANDARD DEVIATION 2.43	STANDARD DEVIATION 0.07
THERE IS A .95 PROBABILITY THAT THE	THERE IS A .95 PROBABILITY THAT THE	THERE IS A .95 PROBABILITY THAT THE
TRUE MEAN OF THE POPULATION FROM	TRUE MEAN OF THE POPULATION FROM	TRUE MEAN OF THE POPULATION FROM
WHICH THIS SAMPLE WAS DRAWN IS	WHICH THIS SAMPLE WAS DRAWN IS	WHICH THIS SAMPLE WAS DRAWN IS
BETWEEN 6.08 AND 6.34	BETWEEN 4.08 AND 4.39	BETWEEN 1.76 AND 1.85
QUESTION NUMBER 64	QUESTION NUMBER 66	QUESTION NUMBER 68
CIV COMM LIAISON	SPVR CHAPLAIN	SSI VS MOS
RESPONSE	RESPONSE	RESPONSE
1 63 6.4	1 69 7.0	1 288 30.9
2 118 12.0	2 54 5.5	2 449 46.8
3 114 11.6	3 48 4.9	3 143 14.9
4 124 12.6	4 68 6.9	4 80 8.3
5 149 15.1	5 132 13.4	
6 133 13.5	6 107 10.8	
7 136 13.8	7 176 17.8	
8 90 9.1	8 186 18.8	
9 58 5.9	9 187 18.9	
TOTAL 985	TOTAL 987	TOTAL 980
AVERAGE 4.95	AVERAGE 6.02	AVERAGE 2.02
STANDARD DEVIATION 2.27	STANDARD DEVIATION 2.40	STANDARD DEVIATION 0.88
THERE IS A .95 PROBABILITY THAT THE	THERE IS A .95 PROBABILITY THAT THE	THERE IS A .95 PROBABILITY THAT THE
TRUE MEAN OF THE POPULATION FROM	TRUE MEAN OF THE POPULATION FROM	TRUE MEAN OF THE POPULATION FROM
WHICH THIS SAMPLE WAS DRAWN IS	WHICH THIS SAMPLE WAS DRAWN IS	WHICH THIS SAMPLE WAS DRAWN IS
BETWEEN 4.80 AND 5.09	BETWEEN 5.86 AND 6.17	BETWEEN 1.96 AND 2.07
QUESTION NUMBER 69	QUESTION NUMBER 957	QUESTION NUMBER 957
RATED LINE OFF VS CH		
RESPONSE	RESPONSE	RESPONSE
1 288 30.1	1 288 30.1	1 288 30.1
2 331 34.6	2 331 34.6	2 331 34.6
3 257 26.9	3 257 26.9	3 257 26.9
4 81 8.5	4 81 8.5	4 81 8.5
TOTAL 957	TOTAL 957	TOTAL 957
AVERAGE 2.14	AVERAGE 2.14	AVERAGE 2.14
STANDARD DEVIATION 0.94	STANDARD DEVIATION 0.94	STANDARD DEVIATION 0.94
THERE IS A .95 PROBABILITY THAT THE	THERE IS A .95 PROBABILITY THAT THE	THERE IS A .95 PROBABILITY THAT THE
TRUE MEAN OF THE POPULATION FROM	TRUE MEAN OF THE POPULATION FROM	TRUE MEAN OF THE POPULATION FROM
WHICH THIS SAMPLE WAS DRAWN IS	WHICH THIS SAMPLE WAS DRAWN IS	WHICH THIS SAMPLE WAS DRAWN IS
BETWEEN 2.08 AND 2.20		BETWEEN 2.08 AND 2.20

QUESTION NUMBER 70
CLOSER CHAPLAINCY VS DENDM

RESPONSE	FREQUENCY	X
1	108	11.0
2	319	32.0
3	396	39.5
4	165	16.9
TOTAL	978	
AVERAGE	2.62	
STANDARD DEVIATION	0.89	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.59 AND 2.68		

QUESTION NUMBER 71
SAT PAY ALLOWANCES

RESPONSE	FREQUENCY	X
1	308	31.5
2	540	55.2
3	102	10.6
4	29	3.0
TOTAL	979	
AVERAGE	1.85	
STANDARD DEVIATION	0.72	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.80 AND 1.89		

QUESTION NUMBER 72
MIL HCU SAT

RESPONSE	FREQUENCY	X
1	95	9.8
2	503	51.7
3	206	21.2
4	168	17.3
TOTAL	972	
AVERAGE	2.06	
STANDARD DEVIATION	0.89	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.00 AND 2.52		

QUESTION NUMBER 73
FOREGO PROMOTION

RESPONSE	FREQUENCY	X
1	165	16.9
2	379	38.8
3	340	34.8
4	92	9.4
TOTAL	976	
AVERAGE	2.37	
STANDARD DEVIATION	0.87	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.31 AND 2.42		

QUESTION NUMBER 74
PROMOTION SPEC VS GEN

RESPONSE	FREQUENCY	X
1	99	10.3
2	267	27.8
3	470	48.9
4	125	13.0
TOTAL	961	
AVERAGE	2.65	
STANDARD DEVIATION	0.83	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.59 AND 2.70		

QUESTION NUMBER 75
RATED PEERS

RESPONSE	FREQUENCY	X
1	55	5.6
2	269	27.5
3	439	45.1
4	211	21.7
TOTAL	974	
AVERAGE	2.53	
STANDARD DEVIATION	0.83	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.77 AND 2.89		

QUESTION NUMBER 76
PROMOTION LG DENDM VS SM

RESPONSE	FREQUENCY	X
1	50	5.3
2	162	17.0
3	574	60.4
4	165	17.4
TOTAL	951	
AVERAGE	2.70	
STANDARD DEVIATION	0.74	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.69 AND 2.95		

QUESTION NUMBER 77
PROMOTION BETTER RAC MINORITY

RESPONSE	FREQUENCY	X
1	183	18.9
2	330	34.1
3	368	38.0
4	87	9.0
TOTAL	968	
AVERAGE	2.37	
STANDARD DEVIATION	0.89	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.31 AND 2.43		

QUESTION NUMBER 78
PROMOTION CIV VS MIL EO

RESPONSE	FREQUENCY	X
1	48	5.0
2	209	22.0
3	598	62.9
4	97	10.2
TOTAL	952	
AVERAGE	2.78	
STANDARD DEVIATION	0.89	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.74 AND 2.83		

QUESTION NUMBER 97
SPVR CM RESPECT DENOM PRACTICES

RESPONSE	FREQUENCY	X
1	623	62.9
2	498	50.6
3	63	6.4
4	21	2.1
TOTAL	985	
AVERAGE	1.56	
STANDARD DEVIATION	0.66	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.61 AND 1.70		

QUESTION NUMBER 99
CHAPLAINS WORK MORE CLOSELY

RESPONSE	FREQUENCY	X
1	309	31.5
2	514	51.4
3	100	14.7
4	14	1.6
TOTAL	937	
AVERAGE	1.76	
STANDARD DEVIATION	0.71	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.82 AND 1.91		

QUESTION NUMBER 100
TIME WITH CHAPLAINS SHARING

RESPONSE	FREQUENCY	X
1	246	25.1
2	571	58.2
3	103	14.6
4	21	2.1
TOTAL	941	
AVERAGE	1.94	
STANDARD DEVIATION	0.69	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.89 AND 1.98		

QUESTION NUMBER 101
SPVR CM VALUES OPINIONS REL PRDG

RESPONSE	FREQUENCY	X
1	275	28.6
2	587	60.6
3	76	7.8
4	31	3.2
TOTAL	969	
AVERAGE	1.85	
STANDARD DEVIATION	0.69	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.81 AND 1.90		

QUESTION NUMBER 102
APPLY SPECIFIC ASG

RESPONSE	FREQUENCY	X
1	676	48.5
2	461	47.1
3	37	3.9
4	6	0.6
TOTAL	976	
AVERAGE	1.57	
STANDARD DEVIATION	0.60	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.53 AND 1.60		

QUESTION NUMBER 103
RANK IMPEDIMENT WORK CLOSELY CHAPLAINS

RESPONSE	FREQUENCY	X
1	76	7.7
2	121	12.3
3	484	49.3
4	300	30.6
TOTAL	981	
AVERAGE	3.03	
STANDARD DEVIATION	0.86	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.97 AND 3.08		

QUESTION NUMBER 104
CONFLICT WITH CO SPVR CM SUPPORT

RESPONSE	FREQUENCY	X
1	182	19.0
2	934	95.3
3	235	24.5
4	107	11.2
TOTAL	958	
AVERAGE	2.20	
STANDARD DEVIATION	0.90	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 2.22 AND 2.34		

QUESTION NUMBER 105
DPT THEOL STUDIES

RESPONSE	FREQUENCY	X
1	413	42.3
2	484	49.6
3	68	7.0
4	11	1.1
TOTAL	976	
AVERAGE	1.67	
STANDARD DEVIATION	0.65	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.63 AND 1.71		

QUESTION NUMBER 106

OPP BEHAV SCIENCES STUDIES

RESPONSE	FREQUENCY	X
1	230	23.6
2	534	54.7
3	163	16.7
4	49	9.0
TOTAL	976	
AVERAGE	2.03	
STANDARD DEVIATION	0.78	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 1.98 AND 2.08		

QUESTION NUMBER 107

REWARDS SCUGHY DIFF VS ARMY

RESPONSE	FREQUENCY	X
1	45	4.6
2	102	10.5
3	472	48.6
4	352	35.3
TOTAL	971	
AVERAGE	3.16	
STANDARD DEVIATION	0.79	
THERE IS A .95 PROBABILITY THAT THE		
TRUE MEAN OF THE POPULATION FROM		
WHICH THIS SAMPLE WAS DRAWN IS		
BETWEEN 3.11 AND 3.22		

DISTRIBUTION

HQDA (DACH-ZA)
WASH DC 20310

HQDA (DACH-PER)
WASH DC 20310

HQDA (DACH-PPP)
WASH DC 20310

President
US Army Chaplain Board
Ft Wadsworth, NY 10305