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**FIRST-TERM ENLISTED MARINE CORPS WOMEN:
THEIR BACKGROUNDS AND EXPERIENCES**

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**NAVY PERSONNEL RESEARCH
AND
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**FIRST-TERM ENLISTED MARINE CORPS WOMEN:
THEIR BACKGROUNDS AND EXPERIENCES**

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FOREWORD

This research was conducted within subproject CF63-521-080 U.S. Marine Corps Personnel Resources Management, under task 101 and work unit 04.23 (Assessment of First-term Attrition of Women Marines). The purpose of this work unit is to identify factors related to the attrition of Marine Corps women and to develop recommendations to address the problem.

The research effort is being conducted in three phases. In the first phase, previous research and existing data sets were examined to identify the problem areas leading to attrition among Marine Corps women (NPRDC TR 83-22). In the second phase, the problem factors were studied by comparing experiences within the work setting of women attrites and nonattrites. The third phase will cover the development of a counterattrition program. This report presents initial descriptive findings from the survey conducted during the second phase to obtain information about first-term Marine Corps women. Subsequent reports on this phase will address differences between attrites and nonattrites.

Appreciation is extended to Major Michael Patrow and Captain David Linnebur, Headquarters, Marine Corps (MPI-20), project officers for this research.

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SUMMARY

Problem and Purpose

Policy makers have had to develop recommendations concerning the utilization of Marine Corps women without the benefit of an accurate description of the women and their Marine Corps experiences. Lack of information concerning their capabilities and motivations has contributed to the development of negative stereotypes about them. This report provides necessary information about Marine Corps women in their first enlistments.

Method

Comprehensive data on Marine Corps women and their work settings were collected by a survey of enlisted women with between 9 and 36 months of service and their supervisors. These surveys were administered between 1 September 1981 and 30 June 1982 to a Marine-Corps-wide sample of both attrites and nonattrites. The final sample consisted of 492 sets of surveys from both women and their supervisors, 106 additional surveys from women, and 118 additional surveys from supervisors.

These survey responses were analyzed for the group at large and for subgroups. In addition, scales were constructed to measure locus of control, active coping strategies, traditional career orientation of the woman, and the social climate of both work and nonwork settings.

Findings

1. Women in the sample generally represented typical American young women, with fairly traditional marriage and career interests.
2. They received above-average scores in both self and supervisor ratings of performance with interpersonal abilities generally ranked higher than technical or leadership abilities.
3. Most women in the survey were stationed with the Fleet Marine Force (46% of the sample) and at Marine Corps bases and air stations (25%). Satisfaction with Marine Corps life differed significantly by geographic locations.
4. Sixty-nine percent of the women reported doing primarily clerical work on the job, although only 52 percent had clerical job classifications.
5. On their jobs, about one-fourth were the first woman in their work group, and those in nonclerical jobs had fewer women co-workers than those in clerical jobs. Only 8 percent had a woman supervisor, but the relationship with the supervisor did not vary by sex of supervisor.
6. Negative attitudes toward women were reported in a sizable minority of work groups, although these attitudes were not usually reflected in negative behaviors and women were generally incorporated into their groups. Supervisors reported that having the woman in the group often improved the men's attitudes toward women in the Marine Corps.

7. Sexual harassment was reported by 13 percent of the group. It was related more to other types of harassment such as refusal to help the woman than to the woman's physical attractiveness.

8. In general, women were satisfied with their job and other Marines, but were less satisfied with their Marine Corps career, housing, dining facilities, and uniform availability.

9. The most traditional women adapted least well to Marine Corps life and were the least satisfied, particularly if they were in nontraditional jobs or work settings.

10. In general, women in clerical jobs did not differ significantly from those in nonclerical jobs in their job performance and adaptation to Marine Corps life.

Conclusions

1. Most negative stereotypes about Marine Corps women are unfounded. These women are effective, generally satisfied Marines in both traditional and nontraditional jobs and settings.

2. Although many men in the Marine Corps have negative views of women in the organization, the men are less negative toward the women they know.

3. Women with the most traditional orientation adapt least well to their Marine Corps experiences, especially when those experiences are in nonclerical areas.

Recommendations

1. The Marine Corps should expand its utilization of women within restraints imposed by combat restrictions to help meet projected manpower shortages.

2. Because negative stereotypes about Marine Corps women limit their effectiveness, information that contradicts stereotypes should be disseminated widely.

3. Women with very traditional family/career orientations should be identified by recruiters through informal questioning and discouraged from enlisting in the Marine Corps, or, if enlisted, should not be placed in nontraditional jobs or settings.

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INTRODUCTION

Background

One of the most visible changes in today's Marine Corps is the growing number of women who are serving successfully in a wider variety of military occupational specialties than ever before. The Marine Corps' unique image as the nation's "force in readiness" and the picture of every Marine as "first and foremost a rifleman" may make assimilation of women into such a combat-orientated male group more difficult than in the other services. With increased numbers of women serving in the Corps, a substantial subgroup has been established that cannot possibly fit the historical image of the organization, both because of gender and because women are restricted to noncombatant assignment. The extent to which the resulting image discrepancy of women has contributed to acceptance barriers remains a matter of speculation, but some male resistance to women's presence in the Corps still exists (Affourtit, 1978).

The presence of a sizable female population directly contradicting popular notions about Marines has fostered the formation of alternative stereotypes to characterize the subgroup (Marshall, 1981; Forestell, 1981). These largely unsubstantiated stereotypes are generally negative and can be expected to adversely impact group acceptance of women in the Marine Corps, as well as their morale and performance. If, as suspected, these stereotypical views are reflected in unacceptably high attrition rates for women or lead to sexual harassment, combating common misconceptions should be an organizational goal.

Problem

First-term attrition rates among women have become a growing concern for the Marine Corps, prompting the sponsorship of research to identify the causes of attrition and to design interventions to reduce current rates. An accurate picture of enlisted women in the Marine Corps, which has not previously been available to policy makers, was required as the first step in that effort as well as a means to challenge stereotypical assumptions.

Purpose

The purpose of this report is to provide a description of Marine Corp women in their first enlistments.

METHOD

Survey Instrument

Comprehensive data on Marine Corps women and their work settings were collected by a survey instrument developed for the study and refined during pretest with a similar subsample. Three versions of the survey were developed. The first was for women who were leaving the Marine Corps before the end of their first enlistments (attrites); the second, for women who were remaining (nonattrites); and the third, for supervisors of women in both groups (defined as the senior noncommissioned officer (NCO) or the officer who was most familiar with a woman's work). All versions included open-ended items, forced-choice responses, and rating scales of various types. The first two versions differed only slightly, with the form for attrites including several items on their reasons

for leaving and their plans for the immediate future. Both forms were organized in five sections, covering background, Marine Corps career, current job assignment, first job assignment, and Marine Corps life in general. Specific items were designed to provide information about family background, personality variables, job descriptions, social climate in work groups and living quarters, experiences of harassment or discrimination, stress measures, and measures of satisfaction.

The survey form for supervisors was much shorter than the other two, but did incorporate many of the same item sets so that the perceptions of women and their supervisors could be compared. Items were included to assess how the woman functioned within her work group and was accepted by fellow Marines. Other items addressed the supervisor's background and personal attitudes toward having women in the Corps.

Sample

To obtain an attrite sample, surveys were administered as part of the discharge process to enlisted women who attrited between 1 September 1981 to 30 June 1982 from the 17 Marine Corps commands having the largest numbers of women. Response rates for attrites were computed by comparing returns with administrative records listing all women attriting during the targeted time period. Response rates for that group were low, representing only about 16 percent of the actual number of attrites at the selected commands, and yielding data from 50 women/supervisor pairs. In addition, 19 attrites completed surveys for which no matching supervisory surveys were returned and 29 supervisors' surveys were returned without corresponding surveys from women.

The nonattrite sample was randomly drawn from a population list of all enlisted women with between 9 and 24 months of service, furnished by the Marine Corps Headquarters. A 40 percent sample was chosen of women from the original 17 commands and a 100 percent sample of women from other commands, with the unequal sampling rates imposed to compensate for undersampling in the attrition group. The sampling strategy for nonattrites provided a subject pool of 997 women with their supervisors. Seventy-eight survey packets were subsequently returned due to transfers. Paired responses were received from 442 of the remaining subjects for a response rate of 48 percent. An additional 87 women returned completed surveys for which no matching supervisory surveys were returned, and 89 supervisors returned surveys without corresponding women's forms. Response rates did not vary substantially by location or type of command, although school commands were somewhat more likely to have either student or supervisor data missing probably due to the rapid turnover that typifies those units.

The final combined sample consisted of 716 cases, of which 492 had data from both women and their supervisors, 106 had data from women only, and 118 had data from supervisors only. Respondents did not differ significantly from nonrespondents in demographic variables such as age, race, or educational level (see Table 1).

Data Analyses

Responses obtained from a woman and her supervisor were combined into a single case record. When the woman's or the supervisor's survey was not returned, missing data codes were entered into the record so that all available information could be used in the appropriate analyses. Additional information from Marine Corps records, including race and age at enlistment, was added for the 661 respondents for whom records could be located. Open-ended responses were content-analyzed and converted to numerical coding.

Table 1
Survey Sample Sizes

Survey	Woman and Supervisor	Woman Only	Supervisor Only	Total
Attrite	50	19	29	98
Nonattrite	442	87	89	618
Total	492	106	118	716

Following the initial compilation of response frequencies and descriptive statistics for the sample, several summary variables were constructed. Two of these measured personality variables--an internal locus of control scale using six items abbreviated from the Nowicki-Strickland scale (1973) developed for 12th grade girls and a scale to measure the woman's typical manner of coping with interpersonal problems or other unpleasant situations. The latter scale was constructed from the woman's responses to seven hypothetical situations. For each situation, respondents were asked to choose between responses reflecting various degrees of confrontation or withdrawal based on how they had reacted in similar situations in the past, or to indicate how they commonly reacted when someone with whom they were in contact was apparently troubled. Taken as a group, responses to these items indicated whether a woman's coping strategy was more likely to be passive or active.

Another scale measured how traditional the woman was in her family/career orientation. This scale was constructed from a combination of women's responses on the items related to role view, family and career demands, marriage plans, family plans, and willingness to volunteer for combat duty.

Other scales measured characteristics of the setting. These included abridged versions of several scales developed by Moos (1973, 1979) to assess social climate in work and nonwork settings. These scales have been found to relate to morale, performance, and time lost due to sickness. The work setting scales, developed for Army recruit companies, measure involvement, peer cohesion, officer support, personal status, order and organization, clarity, and officer control. Higher scores on the first six scales indicate high levels of the characteristic being measured. High scores on officer control, however, indicate a lack of rigidity rather than overcontrol. For social settings, the scales measured involvement, order and organization, resident influence and innovation in barracks settings and support, independence, social emphasis, and competitiveness among Marine Corps friends.

RESULTS

Because the sample was limited to first-term enlisted women with at least 9 months of service, most respondents held the rank of lance corporal or below and were either in a post-recruit training program or in their first Marine Corps job. Most had been in their present positions for 6 months or less. Without women in later enlistments or women officers, the sample is not representative of all Marine Corps women. However, because

of recent increases in the numbers of women, combined with high first-term attrition, it does represent the majority of Marine Corps women.

Who They Are

Demographic and Family Background

Although women who join the Marines are often seen as unusual (Marshall, 1981), sample members were typical American young women, as Table 2 illustrates. They were mostly white, high school educated, and middle class. Many entered the Marine Corps within a year of high school graduation. About three fourths grew up in a two-parent family where the mother was a homemaker or employed as a secretary, teacher, or nurse. They did, however, come from fairly large families and, in birth order, were often third-born or later. A little more than one-third had a relative who was or had been a Marine.

Most of the sample continued to maintain close family ties; almost half reported that they visited or telephoned their families at least two to five times each month. Many reported calling family and friends at home to help them over the difficult times experienced early in their enlistments.

Traditional Career Interests

Although women who enter military service are often labeled as either lesbians or prostitutes (Marshall, 1981; Forestell, 1981), these stereotypes received no support from the survey responses to questions about marriage and career interests. Most of the women were exploring nontraditional options for women without reject traditional interest in marriage and families. The women's conventional backgrounds were reflected in generally traditional choices related to family and career plans (see Table 3). At the time of data collection, 22 percent of the sample were married, two-thirds to other Marines. Only 5 percent intended to remain unmarried. A small group (6%) had children living with them at the time and a substantial majority planned to have children in the future, many during their current enlistments. This does not necessarily mean that the women surveyed do not also plan a career. Only 10 percent wanted children to the exclusion of career; most wanted to combine a family and a career.

The women were asked specifically whether they considered themselves to be more contemporary or more traditional. Traditional was defined as favoring a marriage where the woman has primary responsibility for home and children, while the man provides financial support; and contemporary, where both share both kinds of responsibilities. More than half the women reported being about equally contemporary and traditional.

Personality Traits

Marine Corps women generally believed that their behaviors affected what happened to them; that is, they had an internal locus of control (Rotter, 1966). Their scores ranged from 1.5 to 3.8 on a 4-point index, with a sample mean of 2.88 being slightly more internal than the norm for young women. A belief in internal control has been related to a number of achievement and competence behaviors (Broedling, 1974; Cook, Novaco, & Sarason, 1980), suggesting that women with internal locus of control are likely to be good Marines.

Table 2

Demographic and Family Backgrounds of Marine Corps Women

Variable	Option	Number	Percentage
Years of Education	12	566	86
	13	38	6
	14	42	6
	15	6	1
	16	9	1
		<u>661</u>	
Age at entry	17	120	20
	18	184	31
	19	92	15
	20	65	11
	21	47	8
	22-24	64	11
	25-28	25	4
		<u>597</u>	
Race	White	542	82
	Black	95	14
	Other	24	4
		<u>661</u>	
Socioeconomic status	Lower class	21	4
	Lower middle class	95	16
	Middle class	335	57
	Upper middle class	131	22
	Upper class	11	2
		<u>593</u>	
Family type when growing up	Two parents	437	74
	Father only	6	1
	Mother only	132	22
	Lived with neither parent	18	3
		<u>593</u>	
Birth order	Only child	29	5
	First born	140	24
	Second born	158	27
	Third born or later	267	45
		<u>594</u>	
Number of brothers	0	91	15
	1	211	36
	2	144	24
	3	82	14
	4 or more	65	11
		<u>593</u>	

Notes.

1. Total number of responses to any question was less than 716 due to missing data on the woman's or supervisor's surveys.

2. Percentages do not always equal 100 due to rounding.

Table 2 (Continued)

Variable	Option	Number	Percentage
Number of sisters	0	125	21
	1	204	34
	2	126	21
	3	71	12
	4 or more	69	12
		<u>595</u>	
Time in mostly male groups	1 none at all	114	19
	2	84	14
	3	157	27
	4	103	18
	5 most of time	130	22
		<u>588</u>	
Father's occupation	Factory	162	38
	Crafts	93	22
	Sales	22	5
	Professional	103	24
	Military/police	49	11
		<u>429</u>	
Mother's occupation	Secretary	81	16
	Teacher	30	6
	Health care	48	9
	Other professional	46	9
	Sales/food service	30	6
	Factory	65	13
	Housewife	220	42
		<u>520</u>	
Marine in family	Brother	79	14
	Father	45	8
	Other male relative	71	12
	Female relative	17	3
	None	362	63
		<u>574</u>	
Other military in family	Brother	109	19
	Father	230	40
	Other male relative	83	14
	Female relative	21	4
	None	134	23
		<u>577</u>	

Notes.

1. Total number of responses to any question was less than 716 due to missing data on the woman's or supervisor's surveys.

2. Percentages do not always equal 100 due to rounding.

Table 3

Family and Career Interests of Marine Corps Women

Variable	Option	Number	Percentage
Marital plans	Single now/plan to stay single	21	4
	Divorced now/plan to stay single	6	1
	Single now/plan to marry	380	64
	Divorced now/plan to marry	29	5
	Married	156	26
		<u>592</u>	
Children living with woman	0	560	94
	1	21	4
	2	5	1
	3	5	1
	4 or more	3	1
		<u>594</u>	
Number of children desired	0	29	5
	1	43	7
	2	281	48
	3	132	22
	4	67	11
	5 or more	37	6
		<u>589</u>	
Family plans for enlistment	Want no children	112	22
	Don't plan but wouldn't mind	191	38
	Want child	156	31
	Pregnant now	41	8
		<u>500</u>	
Options for balancing career-family demands	Career more important, no children	63	11
	Career more important, children also important	149	25
	Career and children equally important	146	25
	Children more important, want both	171	29
	Children most important, even if no career	60	10
		<u>589</u>	
Contemporary/traditional role view	Very contemporary	116	21
	Fairly contemporary	104	18
	Equally contemporary and traditional	311	55
	Very traditional	33	6
	Undecided	27	--
		<u>591</u>	
Volunteer for combat if possible	Yes	107	18
	Maybe	210	36
	No	273	46
		<u>590</u>	

Notes.

1. Total number of responses varies due to missing data on some of the surveys.
2. Percentages do not always equal 100 due to rounding.

The distribution on the coping strategy scale was heavily skewed in the assertive direction as well: 6 percent of the sample were identified as passive copers; 52 percent, as mid-range copers; and 41 percent, as active copers.

Ability

Marine Corps men often express doubts about the ability of women to perform Marine Corps jobs, especially in leadership functions (Affourtit, 1978). Although comparative data for Marine Corps men were not available, women in the sample were good workers. One survey component assessed traits believed to be associated with successful performance in the Marine Corps. The women used a seven-point scale to compare themselves with other Marines of the same rank and specialty on six job-related traits. Five of the traits were repeated, along with three additional ones, on the supervisor's survey. Table 4, which provides self and supervisor mean ratings, shows that both groups assigned higher overall ratings to the women's interpersonal skills than to their technical or job skills. All mean ratings, however, were well above the scale midpoint, with few women being given low ratings.

Table 4

Women's Performance Traits as Rated by Women and Supervisors

Trait	Self Rating		Supervisor Rating	
	Mean ^a	Standard Deviation	Mean ^a	Standard Deviation
Technical ability	4.78	1.20	4.70	1.28
Effort	5.51	1.04	5.19	1.51
Personal appearance	5.31	1.07	5.58	1.43
Ability to get along	5.79	1.01	5.62	1.34
Training for the job	4.92	1.36	5.01	1.32
Ability to work with men ^b	5.80	1.05	--	--
Willingness to do extra work ^c	--	--	5.23	1.71
Speed of learning ^c	--	--	5.42	1.43
Leadership ability ^c	--	--	4.32	1.58

^aBased on responses to a 7-point scale, where 1 = lowest, 7 = highest, and include only cases with matched Marine-supervisor data.

^bNot rated by supervisors.

^cNot self-rated by subjects.

Leadership ability, which was rated only by supervisors, received the lowest rating, thus supporting the stereotype of women as less able leaders. In a related item, the women were asked if they typically had acted in a leadership role in group situations prior to enlistment. Although 25 percent of the women said that they usually had been leaders

in such groups, the correlation between that response and their supervisor's rating of their leadership ability was small ($r = .093$, $p < .05$).

The largest discrepancy between supervisors' and women's mean ratings was on "effort." Women felt that they expended considerably more effort carrying out their duties than their supervisors perceived ($t = -4.43$, $p < .001$). Such a discrepancy might well affect long-term performance if rewards are based on the supervisor's assessment of effort expended and that assessment is inconsistent with the perceptions of the Marine herself.

Where They Are

According to their reporting unit codes, women in the survey were stationed with the Fleet Marine Force as well as at Marine Corps bases and air stations in more than 30 geographic locations, including several overseas (see Table 5).

Group living in a barracks is a unique component of military life that represents for many enlistees an abrupt change from their accustomed family environment. Of the women surveyed, 72 percent were living in barracks housing; another 7 percent were in other base housing. Women living on base were asked to evaluate seven physical characteristics of their military housing. Results of that evaluation indicated that the women were most positive about its convenience of location, but felt that furniture style and repair and overall maintenance were less than adequate. Mean ratings for all seven physical attributes of housing differed significantly by location. Women stationed in west coast and midcontinent locations were most positive about barracks; and women stationed overseas, least positive.

When the women were asked to indicate their satisfaction with 17 other components of military life, mean scores on six of those components also differed significantly by geographic area. Base location has an impact on the components of military life that are of considerable importance to military women, such as the availability of uniforms or of child care. Certain policies may not be consistent across all locations and the adequacy of facilities may vary from base to base. Table 6 summarizes the differences found in physical characteristics and satisfaction scores that were related to location.

In describing their barracks' social climate, residents felt they did not have much influence in matters such as enforcing rules or choosing roommates. They described their barracks as both orderly and moderately high in involvement; that is, residents often joined in social activities together. Residents at midcontinental facilities, such as schools and administrative centers having fewer Marines than the large bases, scored their residence groups significantly higher on involvement than did those at other geographic locations. When the social environments in coed barracks and in all-women barracks were compared, resident influence was perceived to be greater in coed barracks. On the other hand, interpersonal involvement was found to be highest in the all-women barracks. Thus, where a woman lives, in terms of both the immediate situation and the geographic location, affects the way she experiences Marine Corps life.

What They Do

Type of Work

Marine Corps women are commonly perceived as being in clerical or support positions (Affourtit, 1978). Survey results confirmed this perception. Present Marine Corps policy

Table 5

Sample Distribution by Type of Command and Location

Item	Number	Percentage
By Type of Command		
Fleet Marine Force, Air	112	18
Fleet Marine Force, Ground	178	28
Marine Corps Air Station	50	8
Marine Corps Base	104	17
Reserves/recruiting/barracks	32	5
Headquarters	46	7
Students	80	13
School staff	26	4
	628	
By Location		
Camp Lejeune, North Carolina	98	16
Cherry Point, North Carolina	40	6
Parris Island, South Carolina	23	4
Quantico, Virginia	33	5
Washington, DC	13	2
New River, North Carolina	14	2
Beaufort, South Carolina	6	1
Norfolk, Virginia	28	4
Albany, Georgia	18	3
Kansas City, Missouri	4	1
New Orleans, Louisiana	7	1
Millington, Tennessee	16	3
Florida	9	1
Yuma, Arizona	13	2
Twenty-Nine Palms, California	28	4
Barstow, California	3	0
Camp Pendleton, California	59	9
El Toro/Tustin/Santa Ana, California	36	6
San Diego, California	8	1
Other continental U.S.	53	8
Okinawa	80	13
Hawaii	20	3
Japan	16	3
Other overseas	3	0
	628	

Note. Total number of responses is less than 716 due to missing data on some of the surveys.

Table 6

Mean Scores for Physical Attributes of Military Housing
and Satisfaction Components by Geographic Location

Characteristic	East Coast	Mid- continent	West Coast	Overseas (Pacific)	Analysis of Variance	
					F	p
Housing Attributes ^{a,b}						
Convenience	3.63	4.14	3.85	3.45	3.41	.009
Comfort	3.08	3.45	3.19	2.32	11.42	.000
Maintenance	2.91	2.98	2.96	2.22	7.45	.000
Safety	3.23	3.35	3.21	2.80	2.64	.034
Appearance	3.24	3.22	3.32	2.38	9.44	.000
Furniture style	2.88	2.75	3.01	2.30	5.24	.000
Furniture repair	2.76	2.60	2.90	2.18	5.59	.000
Satisfaction Components ^{c,d}						
Uniform availability	3.04	1.89	2.71	2.52	16.73	.000
Child care	3.23	3.03	3.12	3.28	2.42	.048
Leave policies	3.63	3.68	3.49	3.46	2.64	.033
Promotion	3.33	3.52	3.06	3.20	3.41	.009
Exchange	3.59	3.26	3.38	3.27	3.22	.013
Dining facilities	2.87	3.01	2.82	2.52	3.38	.010

^a Means are based on a 1 (poor) to 5 (excellent) scale.

^b For housing attributes, the sample sizes were 173 for the east coast, 49 for the midcontinent, 97 for the west coast, and 82 overseas.

^c Means are based on a 1 (very dissatisfied) to a 5 (very satisfied) scale.

^d For the satisfaction components, the sample sizes were 231 for the east coast, 73 for the midcontinent, 127 for the west coast, and 96 for overseas.

excludes women from being assigned to four occupational fields: infantry, artillery, tanks and amphibian tractors, and flight crews. It also excludes them from service in combat areas and participation in float deployments. Outside those restrictions, which include such supporting elements as combat engineer battalions or air support squadrons, an increasing number of military occupational specialties (MOSs) are now open to women. Upon graduation from recruit training, Marines are assigned to a primary MOS based on a number of criteria, including scores obtained on the Armed Services Vocational Aptitude Battery (ASVAB), recruiting promises, individual requests, and organizational requirements. This initial primary MOS designation commonly guides the Marine's military career path, including assignment to school and duty billets. Thus, the duty MOS is generally, but not always, in the same series as the primary MOS. This sample included women who had 112 different primary MOSs and who worked in 106 duty MOSs. Sixty-nine percent of the respondents stated that they had been promised a specific

occupational field, with 77 percent of that number indicating that their assignments were within the field promised.

Duty MOS can be categorized by the type of work being performed. Most of the women worked in 13 types of jobs, ranging from clerk to aviation mechanic. As Table 7 indicates, clerical jobs far outnumber all other categories, accounting for 52 percent of the total. When the women were asked what they actually do on the job, many who were in nonclerical occupational fields reported being the unit's clerks.

Table 7
Sample Distribution by Job Type and Type of Work Performed

Item	Number	Percentage
By Job Type		
Administrative clerical	217	39
Other clerical	73	13
Cooks	19	3
Computers	9	2
Freight handling	14	2
Trades (plumbers, electricians, etc.)	26	5
Public relations (recruiting, band, etc.)	25	4
Military police	24	4
Radio	65	12
Auto mechanic	47	8
Electronics	24	4
Air traffic controller	4	1
Aviation mechanic	15	3
	562	
By Type of Work Performed on the Job ^a		
Clerical	328	69
Radio/communication	41	9
Driver	34	7
Cook	19	4
Public relations (recruiting, band, etc.)	14	3
Mechanics	11	2
Aviation	11	2
Computers	9	2
Electronics	6	1
	473	

^aStudents not included.

Notes.

1. Total number of responses varies due to missing data on some of the surveys.
2. Percentages do not always equal 100 due to rounding.

Women were more likely to be performing clerical work in some locations than others, as can be seen in Table 8. Clerical jobs were more prevalent in overseas locations and the FMF-Ground; and nonclerical jobs, in command headquarters and recruiting stations (included under miscellaneous).

Table 8
Distribution of Clerical and Nonclerical Jobs
by Location and Type Command

Job Setting	Job Type			
	Clerical		Nonclerical	
	Number	Percentage	Number	Percentage
<u>Geographic Location:</u>				
East coast	145	42	110	49
Midcontinent	30	9	51	23
West coast	79	23	46	20
Overseas	88	26	17	8
<u>Type of Command:</u>				
FMF ground	124	36	36	16
FMF air	66	19	29	13
Base ground	60	18	43	19
Base air	20	6	26	12
Schools	42	12	33	15
Miscellaneous	30	9	57	25

Notes.

1. Total number of responses is less than 716 due to missing data on some of the surveys.
2. Percentages do not always equal 100 due to rounding.

The preponderance of women in clerical jobs appears to be an example of stereotyping in assignments. However, because of the short supply of skilled typists, men who can type also are often assigned to clerical jobs even when they have nonclerical MOSs. Data were unavailable to determine whether such assignments were more common for women than for men.

Work Group Characteristics

Presence of Other Women. Because women are relatively new to many jobs in the Marine Corps, slightly more than one-fourth had been assigned to units where they were the first woman in a work group. In general, women in traditional clerical jobs were as likely to be the first women in their group as were those in more nontraditional ones; however, women assigned to MOS categories for air traffic controller, aircraft mechanic,

or computer operator were most likely to find themselves the first woman in a particular work group.

The percentage of work group members who were women in the work group varied widely from one group to another. The overall mean of 32 percent women is somewhat misleading because of the number of instances where the immediate work group referred to a small office limited to two or three clerical workers. The percentage of co-workers who were women did vary significantly between clerical and nonclerical MOSs, with 40 percent women in clerical work groups and 25 percent women in nonclerical work groups.

Supervisors indicated that at least one female officer or NCO was present in the chain of command 38 percent of the time. Only the nontraditional fields of freight handling and aviation mechanics appeared to have disproportionately fewer women in that role. Only 8 percent of the women surveyed had immediate supervisors who were women, suggesting that the woman in the chain of command is often relatively remote from the experience of the enlisted Marine. Somewhat surprisingly, no significant differences were found between the responses of men and women supervisors when they were asked how positive they felt about having women in the Corps. Further, the women's relationships with male supervisors did not differ significantly from those with female supervisors, according to women's ratings of satisfaction with supervision, officer support, conflicts with supervisors, and perceived ambiguity of a supervisor's policies and rules.

Social Climate. Supervisors consistently assessed the social climate of the work group to be more positive than did the women themselves (see Table 9), especially when describing their own interactions within the group. The differences between the two sets of ratings cannot be explained simply as inflated ratings on the part of the supervisors because correlations between the matched scores were low. Apparently, women and their supervisors often perceive the group climate differently.

Table 9
Work Group Climate Ratings of Enlisted Marine
Corps Women and Their Supervisors

Climate Scale	Enlisted Women		Supervisors	
	Mean	Standard Deviation	Mean	Standard Deviation
Involvement	2.72	.67	3.06	.57
Peer cohesion	2.82	.45	3.01	.49
Officer support	2.70	.69	3.20	.59
Personal status	2.64	.63	3.09	.59
Order and organization	2.60	.61	2.80	.64
Clarity	2.71	.59	2.99	.59
Officer control	2.69	.61	3.14	.49

Note. Means are based on a 4-point scale, where 1 = low and 4 = high.

In two open-ended items, women were asked to state what they liked best and least about their present job. As indicated in Table 10, intrinsic factors were salient in both the least-liked and best-liked lists. The intrinsic factor category combined a variety of job characteristics related to the work itself, such as "interesting work" or "the type of work we do." The frequency with which it appeared in response to both items illustrates that what one individual may especially like about her job may be equally disliked by others doing the same work.

Table 10
Best and Least Liked Aspects of the Job

Job Aspect	Number	Percentage
Best Liked (N = 416)		
People	165	40
Intrinsic aspects	137	33
Responsibility/authority	53	13
Situational	30	7
Staying busy	18	4
Independence	13	3
Least Liked (N = 324)		
Slow work/long hours	135	42
Intrinsic aspects	84	26
Co-worker conflict	43	13
Battalion activities	19	6
Supervisors	16	5
Harassment	10	3
Inconsistency	10	3
People	7	2

Note. Total number of responses varies due to missing data on some of the surveys.

How Well They Are Accepted

Previous research (Affourtit, 1978), as well as reports from Marine Corps women (Marshall, 1981), indicate that women are not accepted as equal members in the Marine Corps. Survey results provided some support for this conclusion but suggested that the situation is improving. Acceptance of women was measured in several ways, including perceived attitudes toward Marine Corps women in general, discriminatory behaviors toward the women, including harassment, integration into the work group, and stress. Acceptance differed according to the measures used.

Attitudes Toward Women

A sizable minority of Marines still hold negative attitudes toward women Marines. Over one-third of the women reported that the men in their groups were negative about having women there, although only about one-fourth of the supervisors felt the men were negative (see Table 11). Attitudes of supervisors and others at the command level were seen as somewhat less negative. Many supervisors reported that having the women in the group had a positive effect on their own and their men's attitudes toward Marine Corps women. The majority of supervisors reported no change in attitudes due to the woman's presence; however, when changes did occur, they were much more likely to have been positive than negative.

Behaviors Toward Women

Many women reported being treated unequally because of their sex. Forty-two percent reported being excluded from something on the basis of sex; 14 percent, being refused field experience; 39 percent, being discriminated against; and 36 percent, being treated with favoritism. Many of those who reported differential treatment did not see this as discrimination and many who reported discrimination also reported favoritism. When the women were asked to state the worst thing about being a woman Marine, 53 percent cited harassment and another 39 percent, differential treatment.

On a more specific level, neither the women nor their supervisors reported many instances of women being given a hard time in their work groups, as can be seen in Table 12. Women were rarely refused help. Although two-thirds were given a rough time on occasion, these occasions were rare for over half of these women.

Sexual harassment did occur. Thirteen percent (80 women) of the group reported being asked for sex in return for favors or threats of job action at least once, and touching or verbal sexual harassment was more common, especially outside the job environment (see Table 13). Sexual harassment was more common in work groups in which rules were unclear ($r = -.35, p < .0005$) or where supervisors were not supportive of group members ($r = -.25, p < .0005$).

Less attractive women, as measured by their supervisor's ratings of personal appearance, received more sexual harassment than did more attractive women ($r = -.12, p < .01$). Women who reported being harassed on the job in other ways also reported being harassed sexually ($r = .23, p < .0005$). These findings suggest that sexual harassment is one of several ways to express dislike of a person rather than a response to the sexual dynamics of the situation.

Work Group Integration

Although attitudes toward women were negative in some groups, the women themselves were incorporated into their groups, in terms of both being given central positions and included in nonwork social events. Both women and their supervisors reported how often the women were given important tasks, included in job-related conversations, and asked for help. The means of these ratings were called centrality. Women and their supervisors also reported how often the women were included in non-job-related conversations and in after-work activities of the group. The means of these ratings were called social contact. As is indicated on Table 14, women and supervisors reported means above the midpoint, with few reports of women being left out and supervisors being more positive than the women themselves. In addition, only 10 percent

Table 11
Attitudes Toward Women Marines

Option	Attitude as Reported by			
	Woman Herself		Her Supervisor	
	Number	Percentage	Number	Percentage
Men in Group				
Women have no place	68	12	21	4
Somewhat negative	135	23	115	19
Don't care	194	33	180	30
Somewhat positive	144	25	221	37
Very positive	42	7	64	11
Supervisor				
Women have no place	34	6	17	3
Somewhat negative	85	15	76	14
Don't care	176	31	119	21
Somewhat positive	162	28	191	34
Very positive	119	21	158	28
Command				
Women have no place	26	5	12	2
Somewhat negative	140	25	99	17
Don't care	171	31	178	30
Somewhat positive	167	30	195	33
Very positive	54	10	109	18
Change in Group Attitudes				
Much more negative	-	-	12	2
More negative	-	-	51	9
No change	-	-	332	55
More positive	-	-	171	29
Much more positive	-	-	34	6
Change in Supervisor's Attitude				
Much more negative	-	-	9	2
More negative	-	-	30	5
No change	-	-	405	67
More positive	-	-	128	21
Much more positive	-	-	33	6

Notes.

1. Total number of responses varies due to missing data on some of the surveys.
2. Percentages do not always equal 100 due to rounding.

Table 12

Reports of Rejection by the Woman's Work Group

Type of Rejection	Response									
	Never		Rarely		Sometimes		Often		Almost all of the Time	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
	When Woman Arrived									
Woman given rough time	178	31	207	36	123	21	52	9	19	3
Co-workers refused to help	388	68	137	24	33	6	11	2	4	1
Supervisor refused to help	449	78	92	16	25	4	7	1	2	0
	At Time of Survey									
Woman given rough time	199	37	205	38	101	19	31	6	9	2
Co-workers refused to help	368	68	117	22	42	8	8	2	7	1
Supervisor refused to help	430	79	85	16	18	3	11	2	2	0

Notes.

1. Total number of responses varies due to missing data on some of the surveys.
2. Percentages do not always equal 100 due to rounding.

Table 13

Women's Reports of Sexual Harassment

Behavior	Response									
	Most of Time		Often		Sometimes		Rarely		Never	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
<u>On Job:</u>										
Touching	18	3	59	10	109	19	141	24	255	44
Verbal	101	17	159	27	137	23	102	17	91	15
<u>Off Job:</u>										
Touching	38	7	83	14	155	27	126	22	182	31
Verbal	132	22	156	26	152	26	87	15	65	11

1. Total number of responses varies due to missing data on some of the surveys.

2. Percentages do not always equal 100 due to rounding.

Table 14

Measures of Women's Integration into Their Work Group

Measure	Rater	Mean	Standard Deviation
Centrality	Woman	3.53	.69
	Supervisor	3.66	.68
	Both	3.60	.54
Nonwork social contact	Woman	3.56	.95
	Supervisor	3.74	.82
	Both	3.66	.69

Note. Items were rated on a 5-point scale with 1 = never, 2 = rarely, 3 = sometimes, 4 = often, and 5 = almost all the time.

of the women reported being uncomfortable in mostly male groups, such as the Marine Corps. These results indicate that, although many men may not approve of women in the Marine Corps, they are accepting of the women they know and with whom they work.

Stress

One possible reason that men's negative attitudes toward women are not reflected in negative behaviors on the job may be because women are expending extra effort to prove themselves and become active group members. One sign of such effort might be job-related stress, such as was found on the survey.

Women and supervisors both rated the typical amount of stress from a combination of sources at above the scale midpoint--3.27 and 3.15 respectively on a 5-point scale ranging from 1 = not at all stressful to 5 = very stressful. Information was next solicited about a number of more specific sources of job stress by asking how often the women experienced certain interpersonal stress-potential events in the course of performing their duties. For example, items were included to determine how often women experienced conflicts with co-workers, or how often they found the supervisor's policies to be unclear. For the sample as a whole, the most frequently experienced stressful events were being given responsibility for making job-related decisions or feeling pressure to work toward group goals instead of personal goals. On the other hand, they reported that very rarely were they asked to perform duties that they were unable to do.

Ratings for the ten items in the set were combined to provide an index of total stress on the job for each woman. The mean stress index score was 2.4 on a 5-point scale from 1 = never to 5 = almost always. This measure of total stress was significantly correlated with the total number of work-related symptoms reported ($r = .60$, $p < .0005$). Work symptoms included such things as working under tension (33%), anxious feelings (22%), and worrying about job-related problems (21%).

Total stress was related to stress-related symptoms off the job as well ($r = .52$, $p < .0005$). These symptoms included excessive fatigue (44%), headaches (31%), and feelings of depression (29%).

How They Feel About Their Experiences

Most women who completed the surveys were not dissatisfied with their job or the people with whom they worked, as indicated in Table 15. About a fourth, however, were dissatisfied with their Marine Corps careers, and another fourth were neutral. Among those who were not being discharged, only 10 percent wanted to leave before completing their enlistments.

Table 15
Measures of Satisfaction with Marine Corps Experiences

Satisfaction Measure	Number	Percentage
<u>Present job:</u>		
Very dissatisfied	36	6
Dissatisfied	68	12
Neither dissatisfied nor satisfied	161	28
Satisfied	199	34
Very satisfied	120	21

<u>Coworkers:</u>		
Very dissatisfied	14	2
Dissatisfied	29	5
Neither dissatisfied nor satisfied	139	24
Satisfied	293	50
Very satisfied	109	19

<u>Supervisor:</u>		
Very dissatisfied	31	5
Dissatisfied	40	7
Neither dissatisfied nor satisfied	111	19
Satisfied	221	38
Very satisfied	181	31

<u>Marine Corps Career:</u>		
Very dissatisfied	71	12
Dissatisfied	72	12
Neither dissatisfied nor satisfied	145	25
Satisfied	192	33
Very satisfied	104	18

<u>Career Intent: (nonattrites only)</u>		
Plan a career	49	10
Plan to reenlist	84	17
May reenlist	202	40
Plan to complete enlistment but not reenlist	119	24
Want to leave early	49	10

Notes.

1. Total number of responses varies due to missing data on some of the surveys.
2. Percentages do not always equal 100 due to rounding.

Figure 1 displays specific areas of Marine Corps life in which women were more or less satisfied. Women were most satisfied with the people they met and dissatisfied with housing, dining facilities, and uniform availability.

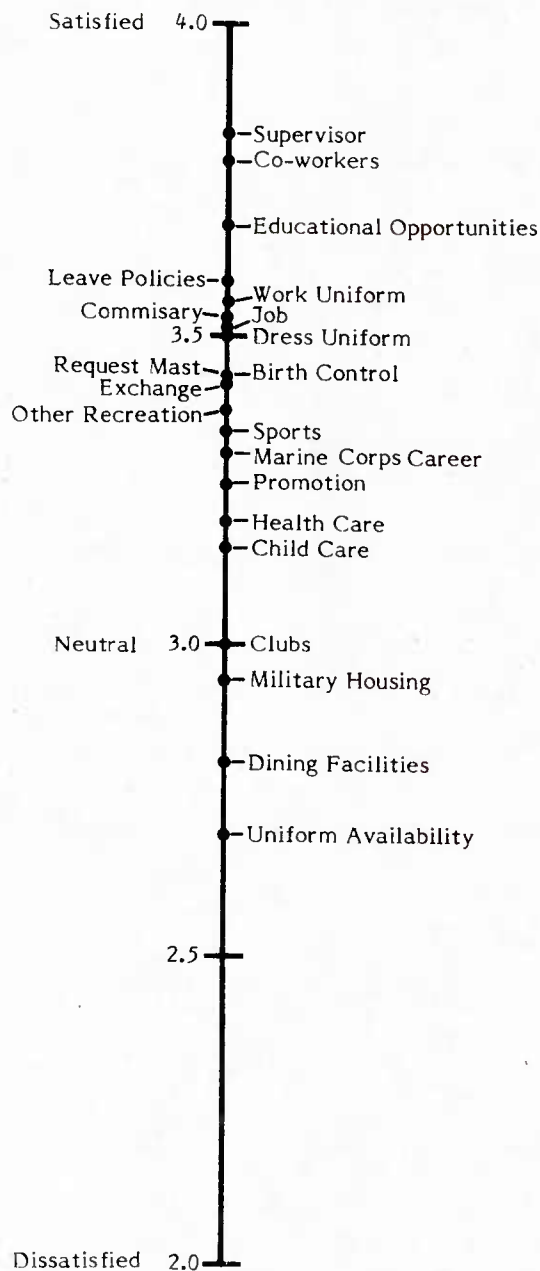


Figure 1. Satisfaction with various aspects of Marine Corps life.

Women join the Marine Corps for a variety of reasons. Whatever the woman's motivation, her decision has probably been shaped by only a limited idea of what she can expect. Because few civilian experiences are similar to military service, her preconceived ideas are very likely to be largely inaccurate. However, if any members of her family are or have been Marines, information from that source should contribute to more realistic expectations. To test that assumption, the women were asked to look back, in

light of their experience, and judge how complete and accurate their ideas of the Marine Corps were at the time of enlistment. A test of the relationship between having a family member in the Marines and having some real idea of what to expect indicated a positive correlation (Spearman's $\rho = .11$, $p < .003$). A similar analysis of the relationship based upon having a family member in another service and having an accurate picture of the Marine Corps did not disclose a significant relationship.

Another source of information for the enlistee is her recruiter. If the recruiter is knowledgeable about Marine Corps women and the information conveyed is accurate, the woman is likely to have more realistic expectations that should then be associated with satisfaction with the Marine Corps. To assess the effect of recruiter input, a rating was computed that included both the breadth and accuracy of the recruiter's information about women Marines. That index value correlated $.35$ ($p < .0005$) with satisfaction with the Marine Corps. A second index, which included information from other sources such as family members as well as recruiters, also significantly correlated with Marine Corps satisfaction, yielding an r of $.40$ ($p < .0005$), to provide additional support for the importance of realistic expectations.

How Traditionality Affects Women's Experiences

The last 10 years have been a time of transition in roles and expectations for women, both in society at large and in the Marine Corps, as women have entered nonclerical job fields in increasing numbers (Purcell, 1982). Because this transition is not complete, some women who enter the Marine Corps are seeking opportunities in career fields previously closed to women, while others desire traditionally clerical roles. Similarly, many Marine Corps men are comfortable with women only in clerical positions, while others expect women to participate equally with men in all aspects of Marine Corps life (Affourtit, 1978). Women who are at different places on a continuum from traditional to non-traditional career interests may experience the Marine Corps in very different ways, as may women who are assigned to traditional or nontraditional jobs.

Traditionality of the Woman Herself

Although Marine Corps women as a group were fairly traditional in their family/career orientation, individual women varied considerably in their preferences. These differences were not linked to age at enlistment, social class, or whether the woman's mother worked outside the home, and, if so, the type of work she did. For further analysis, composite scores on several measures of traditional interests were trichotomized to provide subsamples representing very traditional ($N = 154$), very nontraditional ($N = 178$), and middle-of-the-road ($N = 207$) women in the sample.

The most traditional women adapted least well to Marine Corps life. They rated themselves lowest in performance traits (see Table 16). Their supervisors also gave them low ratings, although differences among supervisor ratings were not significant. Traditional women saw their supervisor as less supportive and the people in their groups as less involved than did nontraditional women. Although traditional women did not differ significantly from other women on an interpersonal stress index, which measures the frequency of specific stress-inducing occurrences at work, they reported more symptoms of stress, suggesting that they were less able to handle the stress they did encounter. They also reported having fewer resources with which to cope with a difficult situation, fewer Marine Corps friends, less active coping strategies, and less internal locus of control than nontraditional women.

Table 16

Differences in Backgrounds and Experiences Between
More and Less Traditional Women

Variable	Group Means			Analysis of Variance	
	Nontraditional (N=178)	Middle (N=207)	Traditional (N=154)	F	p
Performance Traits					
Technical ability	4.92	4.80	4.66 ^a	1.96	.143
Effort	5.74	5.67	5.41 ^a	4.55	.011
Personal appearance	5.74	5.64	5.42 ^a	3.64	.027
Getting along with others	5.85	5.76	5.66	1.51	.222
Training for the job	5.02	4.93	4.91	.33	.716
Ability to work well with men	5.93	5.89	5.61 ^a	4.53	.011
Work Group Characteristics					
Involvement	2.81	2.74	2.62 ^a	3.11	.045
Peer cohesion	2.82	2.82	2.78	.38	.686
Officer support	2.78	2.72	2.59 ^a	3.31	.037
Personal status	2.75	2.63	2.50 ^a	6.23	.002
Order and organization	2.64	2.64	2.50 ^a	2.74	.066
Clarity	2.76	2.73	2.62 ^a	2.74	.091
Nonautocratic officer control	2.79	2.67	2.60 ^a	4.24	.015
Satisfaction					
Job	3.64	3.48	3.41	1.81	.164
Co-workers	3.88	3.72	3.74	1.65	.193
Supervisors	3.92	3.81	3.71	1.43	.241
Marine Corps	3.56	3.44	2.91 ^a	12.35	.000
Adjustment					
On-job stress symptoms	2.59	2.61	2.77 ^a	3.40	.034
Comfort in male groups	3.90	3.83	3.61 ^a	3.63	.027
Percent attrition	10.23	19.72	38.67 ^a	21.06	.000
Resources for Adjustment					
Number of Marine Corps friends	13.47	8.19	9.39 ^a	3.12	.045
Active coping strategy	2.42	2.37	2.24 ^a	3.93	.020
Internal locus of control	2.92	2.90	2.84 ^a	2.14	.119

Note. Sample sizes are slightly lower on some of the variables due to missing data on some of the surveys.

^aTraditional group differed significantly from nontraditional group.

Of the most traditional women, 42 percent resided in housing other than the barracks, either in family quarters or in alternative, off-base arrangements. In contrast, 83 percent of the other women lived in barracks housing. (Of the most traditional women, 58% were married; of the least traditional, only 7% were married.) As in the sample as a whole, each group judged barracks housing to be convenient, but somewhat less than adequate otherwise. Traditional women were more negative in their assessment of the comfort, appearance, and maintenance of the barracks than were other groups.

Traditional and nontraditional women in the sample also differed noticeably in the extent of their social activities, with the nontraditional group reporting a significantly greater number of friends on base. Because all groups maintain much the same level of contact with family and friends off the base, such a difference seems to be related more to adjustment to the military environment rather than to any tendency toward social isolation on the part of traditional women. Despite variation in the number of close military friends, the groups generally did not differ in describing the social climate within the barracks where they lived and within their circle of associates on base. Only for social orientation were differences significant, with the most nontraditional women reporting more group emphasis on dating than on other social activities, perhaps because they themselves put less emphasis on dating.

Table 17 presents the job characteristics that women in the three groups liked best and least. The people-related aspects in both categories were more salient for traditional women, while the women in the nontraditional group tended to emphasize job qualities related to the work itself. Because traditional women were not more likely to be in traditional jobs, responses stating the best and least liked aspects of a job can be viewed as personal preferences rather than intrinsic job differences. Nontraditional, mid-position, and traditional women did not differ significantly in how they rated more objective measures of the job such as the necessity for teamwork, the amount of structure, or the staffing level.

Traditionality of the Job

Although 69 percent of all Marine Corps women who were surveyed performed clerical tasks, the rest performed nonclerical tasks ranging from cooking to automotive repair. Among the women doing clerical work, some worked in administrative offices in traditional settings while others performed their tasks in nonadministrative units such as aviation shops. Therefore, a woman's Marine Corps experiences might be expected to differ depending on the traditionality of her job, both in terms of the work itself and the setting. Her adjustment to and satisfaction with these experiences might be expected to differ similarly. To examine these differences, women were classified into four groups according to the traditionality of both their tasks and the settings in which the tasks were performed:

1. Women performing traditional clerical tasks in traditional (office) settings.
2. Women performing nonclerical tasks such as computer operations, accounting, or playing in the band in a traditional setting.
3. Women performing traditional clerical tasks in a nontraditional (nonoffice) setting, such as being the clerk for a motor transport unit.
4. Women who worked in nontraditional settings at nontraditional jobs such as mechanics, military police, and field radio operators.

Table 17

Job Factors Best and Least Liked by Traditionality Groups

Factor	Group		
	Nontraditional (N=178) (%)	Middle (N=207) (%)	Traditional (N=154) (%)
Best Liked			
Intrinsic factors	38.2	30.7	27.1
People	38.2	38.7	44.9
Responsibility/authority	11.5	14.0	12.1
Situational factors	6.9	8.7	6.5
Least Liked			
Slow work/long hours	43.7	39.8	40.4
Intrinsic factors	35.9	22.9	19.1
Co-workers conflict	8.7	15.3	16.9
Battalion activities	2.9	7.6	5.6

Note. Total number of responses is less than 716 due to missing data on some of the surveys.

These four groups differed significantly on many measures of the work itself and its setting (see Table 18). Women performing clerical tasks were in much smaller groups than other women, and their groups had higher percentages of women and more women supervisors. The clerical workers were more likely to be specialized in their tasks. Women working in nonoffice settings, particularly those in nonclerical tasks, were in large groups with many people doing similar work, while women in office settings reported more need for teamwork. Women in nonoffice settings who were doing clerical work were most likely to report being the only woman in their group. Organizational climate differed more by setting than by task, with women in offices reporting significantly higher involvement, officer and NCO support, personal status, order and organization, and clarity than women working elsewhere.

Women in the four groups differed significantly in what they liked best and least about their jobs, as Table 19 illustrates. Intrinsic factors of the work itself were most liked by women doing nonclerical tasks in office settings, while intrinsic factors were least liked by women doing clerical tasks in nonoffice settings.

Although the women's jobs differed by these categories, their adjustment to and satisfaction with their jobs generally did not differ significantly. No significant differences were found among groups for general job stress, interpersonal stress, or stress symptoms, as well as satisfaction with supervisors and co-workers. Women in nonoffice settings were significantly less satisfied with their jobs and with their Marine Corps careers in general. Attrition did not differ significantly among the groups, however.

Table 18

Differences in Job Characteristics for Women with Traditional and Nontraditional Tasks and Settings

Job Characteristic	Setting				F Statistic for Analysis of Variance		
	Office		Nonoffice		Task	Setting	Interaction
	Clerical Tasks (N=314)	Nonclerical Tasks (N=176)	Clerical Tasks (N=50)	Nonclerical Tasks (N=163)			
Group size	12.36	17.64	10.64	23.03	12.55***	2.74	4.51*
Number doing same job	4.42	12.48	2.91	19.01	66.37***	4.51*	8.31**
Number of women in work group	3.74	6.13	3.22	4.50	.05	.24	11.74***
Percent of women in work group	36.26	24.09	28.26	24.18	10.20**	2.44	1.91
Percent of women with female supervisors	11.96	3.19	8.16	3.82	7.59**	.34	1.90
Percent who were first women in work group	26.69	28.26	22.00	25.79	.43	.93	.02
Percent who were lone women in work group	21.15	29.47	34.69	24.84	.11	.64	3.45
Number of people with whom women interact	29.95	41.96	34.60	42.84	9.37***	.64	.18
Number of women with whom women interact	5.96	14.27	5.41	11.08	22.20***	2.90	1.40
Ability to structure job	2.67	2.75	2.74	2.57	.08	.60	1.07
Flexibility in assign- ing people tasks	2.91	3.44	2.80	3.36	27.46***	1.07	.13
Team work required to do job	3.88	4.12	3.70	3.77	3.02	6.81**	.91
Overstaffing	2.89	3.17	2.95	3.19	2.49	.07	.67
Openness to newcomers	4.14	4.03	3.93	3.96	.46	1.73	.69
Involvement	2.80	2.82	2.66	2.56	.00	9.64**	.42
Peer cohesion	2.80	2.84	2.71	2.85	1.40	.72	1.02
Officer support	2.80	2.71	2.52	2.59	.57	8.18**	1.97
Personal status	2.65	2.80	2.51	2.58	3.70	10.92***	.21
Order and organization	2.67	2.73	2.46	2.44	.00	13.44***	.38
Clarity	2.76	2.79	2.53	2.64	.70	10.77***	.62
Officer control	2.71	2.76	2.68	2.60	1.79	2.91	.15
Job satisfaction	3.56	3.67	3.50	3.33	.00	5.28*	2.33
Co-worker satisfaction	3.80	3.79	3.72	3.75	.05	.89	.02
Supervisor satisfaction	3.84	3.87	3.76	3.79	.05	1.41	.27
USMC satisfaction	3.36	3.63	2.92	3.19	2.94	11.49***	.46
Percent attrite	21.34	27.27	26.00	25.15	1.47	.00	.72

Note. Total number of responses is less than 716 due to missing data on some of the surveys.

*p<.05
**p<.01
***p<.001

Table 19

Job Factors Liked Best and Least by Women With Traditional
and Nontraditional Tasks and Settings

Job Factor	Setting			
	Office		Nonoffice	
	Clerical Tasks (N=208) (%)	Nonclerical Tasks (N=68) (%)	Clerical Tasks (N=37) (%)	Nonclerical Tasks (N=103) (%)
Best Liked				
Intrinsic factors	25.5	55.9	35.1	32.0
People	43.3	25.0	37.8	42.7
Responsibility/authority	14.9	8.8	10.8	11.7
Situational factors	11.1	10.3	10.8	13.6
Independence	5.3	0.0	5.4	0.0
Least Liked				
Slow work/long hours	45.0	33.9	34.6	42.7
Intrinsic factors	23.7	26.8	42.3	24.4
Co-worker/supervisor conflict	21.9	25.1	11.5	17.1
Battalion activities	5.0	3.6	0.0	11.0
Discrimination	1.3	8.9	3.8	2.4
Inconsistency	3.1	1.8	7.7	2.4

Notes.

1. Total number of responses is less than 716 due to missing data on some of the surveys.
2. Percentages do not always equal 100 due to rounding.

Women in these four job groups did not perceive any significant differences in attitudes about having women in the unit, as can be seen in Table 20. Supervisors of women in traditional office settings were more positive about having women in the unit, although supervisors of women doing nonclerical tasks thought their commands were more positive about having women in their commands than were those supervising women in clerical settings. On the whole, supervisors rated attitudes toward women more positively than did the women themselves.

Women doing nonclerical tasks were not perceived to be performing significantly differently than were those doing clerical tasks by either the women or their supervisors, as Table 21 illustrates. Supervisors of women doing nonclerical tasks rated them higher in appearance than supervisors of women clerks, however, perhaps because they used different standards. Women in nonoffice settings saw themselves as better able to get along with men, perhaps as a result of their experiences in nontraditional settings. Their supervisors saw these women as less likely to do extra work that was not required, however.

Table 20

Differences in Attitudes Toward Women with Traditional and Nontraditional Tasks and Settings

Attitude Toward Women	Setting				F Statistic for Analysis of Variance		
	Office		Nonoffice		Task	Setting	Interaction
	Clerical Tasks (N=224)	Nonclerical Tasks (N=84)	Clerical Tasks (N=41)	Nonclerical Tasks (N=130)			
	According to the Woman Herself						
Men's	2.90	3.05	2.98	2.81	.02	.42	1.02
Supervisor's	3.44	3.51	3.29	3.38	.18	1.11	.05
Command's	3.12	3.34	2.98	3.04	1.84	3.59	.72
	According to the Supervisor						
Men's	3.39	3.59	3.36	3.19	.38	2.39	2.53
Supervisor's	3.83	4.01	3.44	3.42	.82	16.79**	1.16
Command's	3.52	3.61	3.14	3.58	4.94*	.93	1.94

Note. Total number of responses is less than 716 due to missing data on some of the surveys.

*p < .05

**p < .001

Table 21

Differences in Self and Supervisor Ratings of Women with Traditional and Nontraditional Tasks and Settings

Trait	Setting				F Statistic for Analysis of Variance		
	Office		Nonoffice		Task	Setting	Interaction
	Clerical Tasks (N=224)	Nonclerical Tasks (N=84)	Clerical Tasks (N=41)	Nonclerical Tasks (N=130)			
Rated by the Woman Herself							
Technical ability	4.92	4.74	4.39	4.70	.00	3.48	3.77
Effort	5.62	5.50	5.48	5.57	.59	.01	.64
Appearance	5.52	5.53	5.88	5.62	.37	2.67	1.12
Ability to get along	5.69	5.64	5.86	5.92	.00	3.99*	.40
Training	4.95	4.78	4.66	5.05	.03	.11	3.74
Ability to work with men	5.79	5.80	5.48	5.82	1.13	1.11	2.43
Rated by the Supervisor							
Technical ability	4.85	4.61	4.43	4.59	.82	1.69	2.35
Effort	5.33	5.13	5.12	5.00	1.38	.90	.21
Appearance	5.25	5.53	4.98	5.39	4.98*	1.62	.12
Ability to get along	5.57	5.77	5.43	5.69	2.64	.51	.14
Training	4.99	5.18	4.93	4.98	1.35	.89	.25
Willingness to do extra work	5.37	5.52	5.00	5.03	.49	5.75*	.06
Speed of learning	5.52	5.38	5.45	5.29	1.31	.24	.00
Leadership	4.37	4.48	3.98	4.18	.72	3.84	.12

Note. Total number of responses is less than 716 due to missing data on some of the surveys.

*p < .05

Person-Job Match

Because both women and their work situations vary according to traditionality, the match between what a woman expects and what the job experience provides may have an important effect on her satisfaction with her Marine Corps experience. Figures 2 through 4 illustrate differences in satisfaction with the job and the Marine Corps and attrition by both traditionality of the woman and the job. Differences in satisfaction with co-workers and supervisors were not significant.

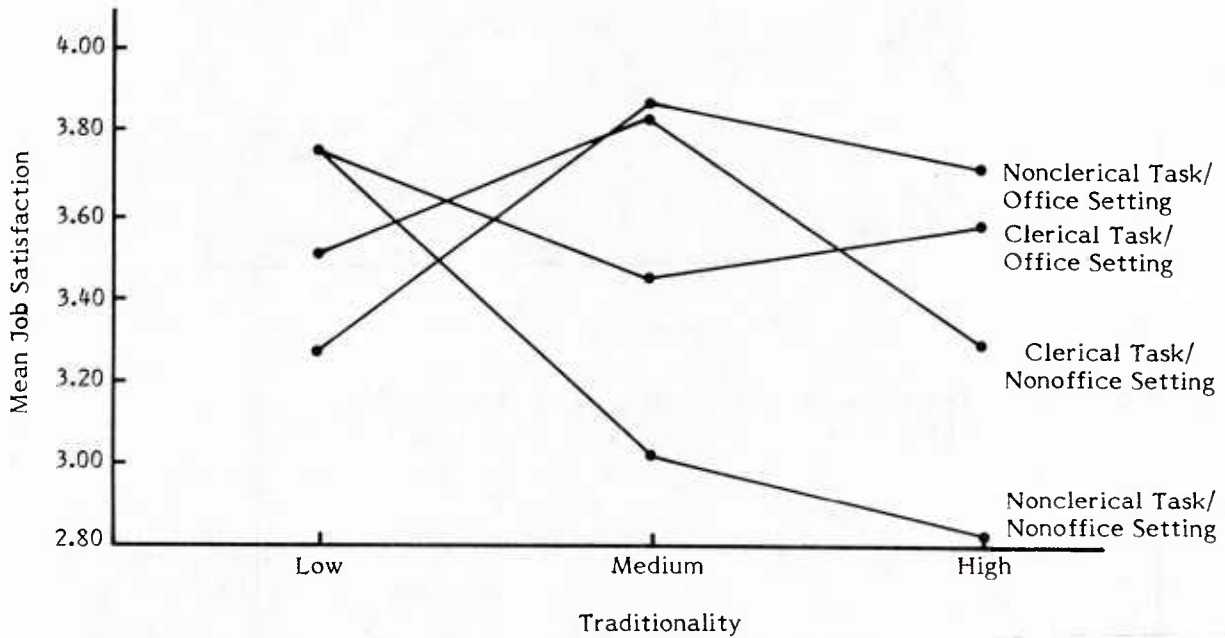


Figure 2. Differences in job satisfaction by traditionality of the woman and her job.

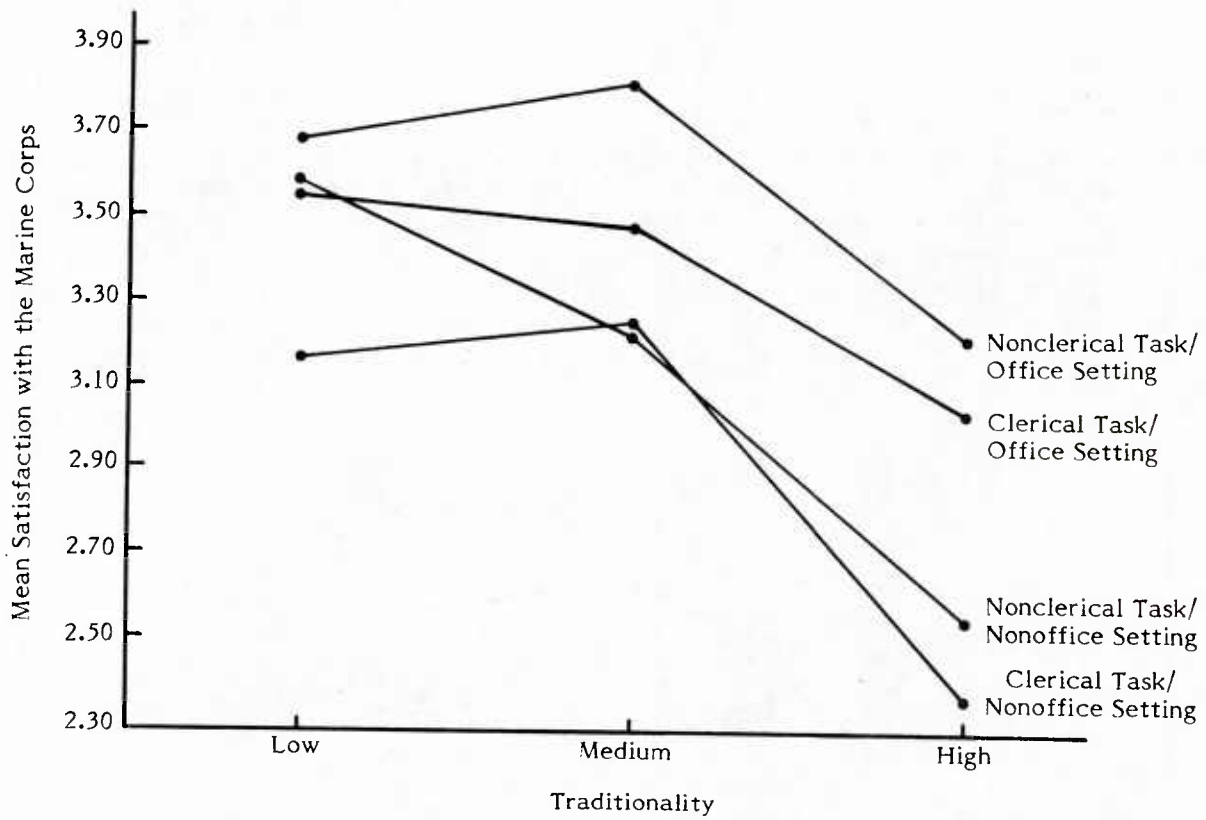


Figure 3. Differences in satisfaction with the Marine Corps by traditionality of the woman and her job.

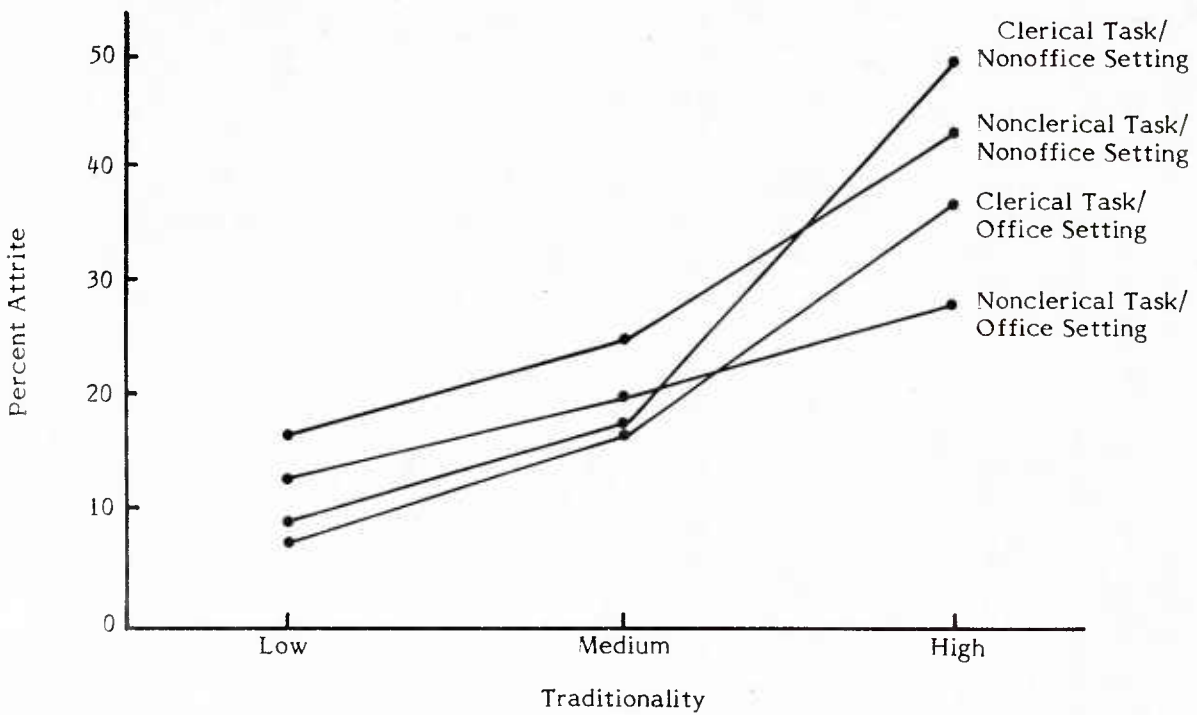


Figure 4. Differences in attrition by traditionality of the woman and her job.

The impact of traditionality of the woman herself on job satisfaction was strongest for job situations that were nontraditional both in setting and in the work itself. In these settings, satisfaction decreased strongly as traditionality increased, as can be seen in Figure 2.

Satisfaction with the Marine Corps decreased with traditionality in all job situations, with effects most pronounced in nonoffice settings. The most traditional women were most dissatisfied, with little difference between the two other groups, as can be seen in Figure 3. Attrition increased with traditionality of the woman, in Figure 4, with the most traditional women in nonoffice settings most likely to attrite. In general, then, traditionality of the woman herself was more important than traditionality of the setting. The most traditional women, however, appeared least able to adjust in nontraditional situations.

DISCUSSION

The picture of the typical Marine Corps woman that has emerged from this study is at variance with many of the common stereotypes about these women. They were typical young women, high school educated and middle class with close family ties and interests in combining career and family. They were generally active copers when they encountered problems and believed that they were responsible for what happened to them. Both the women themselves and their supervisors rated the women above average in performance. Although the majority of women were doing clerical work, many were involved in tasks that are nontraditional for women, such as mechanics, electronics, or police work. Even in these areas, the women's performance was rated above average. Women, therefore, represent a good source of talent to meet Marine Corps needs.

Efforts to screen out the most traditional women at recruitment also have the potential to decrease dissatisfaction and attrition. Because the numbers of women involved do not warrant the development of a formal selection instrument (Royle, 1983), screening might best be performed informally by having recruiters question the women about their career goals and interests.

Although many women and their supervisors reported negative attitudes toward women in the Marine Corps and instances of sexual or more general harassment, far fewer women reported specific instances of being given a hard time on the job. Many supervisors said that the particular woman had improved the group's attitude toward women. These results suggest that the men's attitude toward women in the Marine Corps is changing from rejecting women in the Corps to accepting the women they know personally as "exceptions." The next step may be acceptance of women as a group.

More traditional women were less satisfied and less well adjusted to the Marine Corps experiences than were less traditional women. The woman's career/family orientation was more important in her adjustment than the traditionality of her job setting, although the most traditional women were especially dissatisfied in nontraditional settings, suggesting that assignments should take into account the woman's work preferences whenever possible.

CONCLUSIONS

1. Most negative stereotypes about Marine Corps women are unfounded. These women are effective, generally satisfied Marines in both traditional and nontraditional jobs and settings.
2. Although many men in the Marine Corps have negative views of women in the organization, the men are less negative toward the women they know.
3. Women with the most traditional orientation adapt least well to their Marine Corps experiences, especially when those experiences are in nonclerical areas.

RECOMMENDATIONS

1. The Marine Corps should expand its utilization of women within restraints imposed by combat restrictions to help meet projected manpower shortages.
2. Because negative stereotypes about Marine Corps women limit their effectiveness, information that contradicts stereotypes should be disseminated widely.
3. Women with very traditional family/career orientations should be identified by recruiters through informal questioning and discouraged from enlisting in the Marine Corps, or, if enlisted, should not be placed in nontraditional jobs or settings.

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