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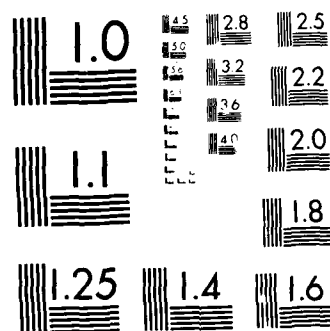
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Submitted to the Faculty of
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In Partial Fulfillment of the
Requirements for the Degree
of
Master of Hospital Administration

By

Captain Karl R. Stinson, MSC

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CHAPTER I

INTRODUCTION

Organizational psychologists have long been concerned with levels of satisfaction among workers. Most of the research in this area has been done with employees in lower level jobs and has assumed that high levels of satisfaction are related to increased levels of production. The rationale has been that a satisfied worker will produce more. Most studies concerned with job satisfaction, therefore, usually have an implicit goal of establishing relationships between satisfaction, and either absenteeism or employee turnover rate.¹

Little research has been conducted to investigate the work satisfaction of high-level employees or service-oriented professionals. This is especially true of those employees working in the dental care field. Such research is deemed very appropriate now, especially with rapidly increasing numbers of professionals and para-professionals that comprise the complex of health manpower. This phenomenon, along with the rapid growth of technology and obvious organizational changes, has changed the way in which health professionals interact.

In light of the above, the decision was made to conduct descriptive research to determine the work-related attitudes of employee groups within the health care arena. Also, because of the lack of current attitudinal research in the dental field, it was felt that this area

was ripe for exploration. Further, the Commander, U. S. Dental Activity (DENTAC), Fort Lewis, Washington was concerned that there may be an attitudinal problem among employee groups in the DENTAC. Specifically, there was a feeling that the attitudes of various employee groups within the DENTAC differed significantly. Because of these feelings and the aforementioned lack of research in this area, a survey was conducted to measure the attitudes of the employee groups within the DENTAC. The results of that survey effort follow.

CHAPTER II

DISCUSSION

The Problem

The problem was to determine if there were differences in the attitudes of various employee groups in the U.S. Army Dental Activity, Fort Lewis, Washington.

The Hypothesis

The hypothesis for the study was that an analysis of the data collected from a survey of the DENTAC employee groups would demonstrate that there are differences in the work-related attitudes of these employee groups.

The Objectives

The objectives of this study were to:

1. Design a valid and reliable survey instrument.
2. Distribute the survey instrument to all employees.
3. Collect, evaluate, and present the survey data.
4. Where possible, discuss explanations for the attitudinal differences between the work groups.

The Subjects

The subjects of the survey were all of the employees of the U.S. Army Dental Activity (DENTAC). At the start of the survey there were

removing two of the 55 Weyerhaeuser statements that were deemed non-essential. Further, the wording of some statements was changed to remove references to Weyerhaeuser and to include references to the DENTAC, or to the employee's dental clinic. No other significant changes were made to the statements.

The modified survey instrument consisted of 53 Likert-type statements (see Appendix A). Fifteen of the statements were phrased negatively to insure that the respondents carefully read the survey instrument. The statements were designed to measure the respondents' work-related attitude in eight areas: (1) Positive work climate; (2) Job fulfillment; (3) Commitment to the organization; (4) Direct reinforcers; (5) Supervisor description; (6) Productivity expectations; (7) Clinic communication; and (8) DENTAC communications. The last two statements dealt with the respondents' attitudes about surveys in general and this survey in particular.

The general instructions of the survey were designed to be educational, stress anonymity, alleviate fears, and to provide instructions for the disposition of the completed survey. Section III, "COMMENTS," was provided to allow the respondents to comment on the survey or any other aspect of their jobs. The respondents were simply asked to "make any comment you deem appropriate."

The Likert-type or summated rating scale items used in the survey instrument had seven positions or possible answers. As with other

74 civilian, 50 officer and 46 enlisted employees in the DENTAC. These employees represent a broad spectrum of skill levels, backgrounds, values and positions. Because of this diversity, it was felt that a study of only these basic employee groups would not yield the data necessary to determine whether or not differences truly existed among work groups in the DENTAC. Thus, these basic groups were further subdivided into three other categories of employees that will be discussed later.

The Survey Instrument

The survey instrument used in the survey was a modification of a survey used by the Weyerhaeuser Corporation.² The process of selecting a survey instrument involved considerable research into the availability of survey instruments and also the process of designing instruments. After reviewing a number of instruments, it was determined that the Weyerhaeuser instrument met the needs of this survey. Specifically, it was felt that by modifying the Weyerhaeuser instrument the resultant instrument would be as objective as a newly designed instrument. Further, the Weyerhaeuser instrument had been administered to 20,000 employees, in a wide variety of occupations, since 1974 and thus was considered to be a valid instrument for this survey.

As was stated earlier, the Weyerhaeuser survey instrument was modified to meet the needs of this survey. These modifications included

Likert-type instruments, each subject was asked to respond with varying degrees of intensity on a scale ranging from 1 (strongly disagree) to 7 (strongly agree). This type of scale was deemed appropriate for this study, not only because of its use on the Weyerhaeuser instrument but also because of its adaptability to computerization and ease of completion by the subjects. Further, another factor considered significant was the greater variance that is generally obtained with the summated rating scale.³

The Methodology

Selecting a survey format involves several trade-offs: information required, costs, and how quickly the results are desired. Personal or group interview sessions, mail or telephone contacts, open or check-off statements, limited or full-employee coverage -- all are ideas that were weighed against the needs of this writer and the needs of the DENTAC. The result of this deliberation was the decision to use the modified Weyerhaeuser survey form and to rely on the DENTAC chain-of-command for the distribution and return of the surveys.

The study started with a group meeting on 20 January 1981 with the chiefs from each of the four dental clinics in the DENTAC and the chief of each dental service. The chiefs were briefed on the reason for the study and the survey instrument was explained in detail. Further, they were asked to lend their personal support to the study

in an attempt to make it a success. The total, personal anonymity of each subject was also stressed.

A similar meeting was held the following day with the DENTAC senior noncommissioned officers (NCOs). The NCOs were also asked to lend their personal support to the study. The anonymity of the study was again stressed. Each NCO was then given enough surveys and envelopes for each employee in his/her clinic. The NCOs were asked to distribute the surveys and have the employees return the survey, sealed in the envelope, to them. Each NCO was to return the surveys directly to this writer and not to the DENTAC Headquarters.

The officers and NCOs briefed were all assured that no attempt was being made to identify individuals by name. In fact, the survey instructions specifically stated that the respondents were not to sign the surveys. Also, no attempt was made to identify officers by specialty or anyone by the clinic they worked in. All of these efforts were made to insure anonymity and thus obtain honest, reliable responses. It was hoped that these efforts would also overcome the main disadvantage of summated rating scales -- biased response sets (e.g., the over-rater or the under-rater).⁴

The completed surveys were collected over the survey period and the response data was organized by the following employee work groups:

1. General
 - Officer
 - Enlisted
 - Civilian
 - Composite
2. Enlisted and Civilian
 - Dental Therapy Assistant (DTA)
 - Dental Assistant
 - Administrative/Clerical
 - Dental Laboratory Technician
3. Therapists and Assistants
 - One Dentist and One Assistant
 - One Dentist, Therapist(s), Assistants
4. Length of Service
 - 0 - 6 Months
 - 6 Months to 3 Years
 - More than 3 Years

As can be readily seen, the officer work group was not broken out further than the basic group. It was felt that any further attempt to study this officer group would decrease the anonymity of the study. That is, one could readily identify individual officers by asking for more specific identifying data.

The enlisted and civilians were asked to further identify themselves based on their occupation within the DENTAC. Further, the DTAs and dental assistants were asked to state whether or not they worked in the traditional one dentist and one assistant work situation or in a team situation. Lastly, each employee was asked to state how long he/she had worked for the Fort Lewis DENTAC. This length of service data was desired because Martin and Vaden⁵ and others have found differences in the level of satisfaction of workers in these three length of service groupings. A possible replication of the Martin and Vaden finding was thought to be of potential benefit to the DENTAC Commander.

The survey was terminated on 19 February 1981 after repeated personal interactions with the noncommissioned officers-in-charge (NCOICs) of each clinic in an attempt to insure that all the subjects who intended to respond to the survey had indeed responded.

After completion of the survey the survey instruments were separated by employee groups and the data was collected. Due to the non-availability of computer support, the data was collected and statistically analyzed manually. No returned surveys were totally excluded; however, because of the lack of Length of Service data, fifteen returned surveys were not used when analyzing the Length of Service Work Groups. All other surveys were complete and were used in the analysis of the remaining work groups.

The Respondents

The optimum length of the survey was determined to be thirty days. This period was chosen to insure that those employees on annual leave, sick leave, temporary duty and other absences would be afforded the opportunity to participate. Also, this time period was deemed most appropriate because participation in the survey was not mandatory.

Because of the voluntary nature of the survey, a seventy percent response was considered to be the essential for a valid study. The actual percentage response data for the general employee groups are shown in Table 1. The final response percentage for the survey was 75.3 percent. However, interestingly, the percentage of response for the civilian employees was 91.9 percent, while the enlisted and officer employees' percentage of response was 56.5 percent and 68.0 percent, respectively. These return statistics were important because the large civilian response percentage causes the composite mean for each item in the survey instrument to be skewed towards the civilian mean. In fact, the civilian responses outnumber the responses of all other employees in each group that includes civilians. Thus, the results of these groups all tend to be skewed towards the civilian employee mean.

No exact reason can be given for the large number of civilian respondents in relation to officer and enlisted respondents. However, it is felt that the civilians, because they constitute a large percentage

of all long-term DENTAC employees, may have a sense that they had something to gain if their response to the survey effected change. On the other hand, the officer and civilian employees may have a tendency to have that "just passing through" feeling and thus not see a benefit in the survey.

TABLE 1
SURVEY RESPONSE PERCENTAGES
FOR THE GENERAL EMPLOYEE WORK GROUPS

	Assigned	Response	Percentage
Enlisted	46	26	56.5
Officer	50	34	68.0
Civilian	<u>74</u>	<u>68</u>	<u>91.9</u>
Totals	170	128	75.3

The Enlisted and Civilian Work Group return percentages are presented on Table 2. The data as shown does not show any significant variances in response percentages. The "other" category is shown with zero returned surveys but, since the survey did not ask for these employees (dental hygienists and preventive dentistry assistants) to identify themselves, nor did the survey provide for an "other" response, it is felt that at least some of these employees chose to consider themselves dental assistants and are thus included in the statistics for that group.

TABLE 2

ENLISTED AND CIVILIAN RESPONSE PERCENTAGES

Employee Category	Assigned	Responses	Percentage
Dental Assistants	63	48	76.2
Dental Therapy Assistants	15	13	86.7
Laboratory Technicians	13	10	76.9
Administrative/Clerical	24	21	87.5
Other	<u>5</u>	<u>0</u>	<u>0</u>
TOTALS	120	92	76.7

Table 3 presents the response distribution for the Dental Therapy Assistant and Dental Assistant Work Groups. Of the total employee responses in this work group, 37.7 percent worked in the traditional one dentist and one assistant setting. Further, 39.3 percent worked in the more contemporary team setting of one dentist, DTA(s), and dental assistant(s). The 23.0 percent "other" category is comprised of those DTAs and dental assistants that work in some other type of work setting.

TABLE 3

RESPONSE DISTRIBUTION FOR THE
DENTAL THERAPY ASSISTANT AND DENTAL ASSISTANT WORK GROUP

Category	Responses	Percentage
One Dentist, One Assistant	23	37.7
One Dentist, DTA(s), Dental Assistant(s)	24	39.3
Other	14	23.0

The response distribution for the Length of Service Work Group is shown on Table 4. The largest percentage (40.6) of those employees responding had been employed in the DENTAC between six months and three years. The "unknown" category represents those respondents who did not indicate how long they had been employed in the DENTAC. Nine of these "unknown" responses were from officers and six were from enlisted employees. Because the majority of each of these work groups have been employed in the DENTAC between six months and three years, it is felt that the actual percentage of employees in the six month to three year time frame is considerably higher than the stated 40.6 percent.

TABLE 4

RESPONSE DISTRIBUTION
LENGTH OF SERVICE WORK GROUP

Category	Responses	Percentage
0 - 6 Months	21	16.4
6 Months - 3 Years	52	40.6
Over 3 Years	40	31.3
Unknown	15	11.7

Table 5 further breaks out of the Length of Service response data. Table 5 indicates the percentage of officers, enlisted and civilian responses in each Length of Service Work Group. Predictably, the percentage of civilian responses exceeds that of the officer and enlisted employees in each work group. Of note, ninety percent of those employees that have worked in the DENTAC over three years are civilian employees. Thus, the officer and enlisted responses will have little impact on the mean for the Over Three Year Work Group.

TABLE 5

PERCENTAGES OF OFFICER, ENLISTED AND CIVILIAN
RESPONSES IN EACH LENGTH OF SERVICE WORK GROUP

	0-6 Months	6 Months-3 Years	Over 3 Years
Officer	33.3	30.8	5.0
Enlisted	14.3	28.8	5.0
Civilian	52.4	40.4	90.0

Finally, Table 6 shows a breakout of the percentage of officer, enlisted, and civilian employees that have been employed for each service period. The data clearly shows that most of the officer and enlisted employees have currently been employed in the DENTAC for six months to three years. Also, over fifty percent of the civilian employees have been employed by the DENTAC for over three years, while only 5.9 percent of the officer and 7.7 percent of the enlisted employees have worked for the DENTAC for more than three years. These statistics are not startling when one considers the mobility of these military employees and the relative stability of civilian employees.

TABLE 6

PERCENTAGES OF OFFICER, ENLISTED AND CIVILIAN EMPLOYEES
BY LENGTH OF SERVICE WORK GROUPS

	Officer	Enlisted	Civilian
0-6 Months	20.6	11.5	16.2
6 Months-3 Years	47.1	57.7	30.9
Over 3 Years	5.9	7.7	52.9
Not Identified	26.9	23.1	0

The Survey Data

A recapitulation of the data for each item in the survey is presented below. A brief explanation and analysis of each item is presented along with a table that shows the mean and percentage response distribution for each. The anecdotal comments from the respondents will also be discussed.

The mean or weighted-average response for each item allows the reader to determine the "average" feeling of the employee group about a specific item. The mean will be presented for each employee group being studied. The percentage response distribution shows the percentage of respondents who answered in each category from "strongly disagree" (1) to "strongly agree" (7). These data show the distribution of responses and is important interpretive information. A U-shaped distribution,

for example, would be a strongly divided unit even though the mean -- the average of the divided views -- might not indicate a problem. The mean and percentage response distribution are interrelated and therefore are looked at together and not as separate and distinct statistics.

The following tables contain data for each employee group. The data that will be specifically discussed is that data that appears to be out of the "norm" and also that which shows a trend or deserves some attention by the DENTAC Commander. Items that are phrased negatively will be annotated with a minus (-). The neutral/unsure response range is considered to be 3.0 to 4.0. The desired mean for the negatively-phrased items is considered to be any mean less than 3.0. Further, the desired mean for the positively-phrased items is any mean greater than 4.0.

Positive Work Climate.

The first area of the survey to be analyzed is Positive Work Climate. The items in this area attempt to measure the feelings the employees have toward their work setting.

Item 15 (-). I have very little to say about how my job gets done.

Item 15 deals with the amount of latitude an employee has in performing his/her job. The responses to this question indicate the level to which the job is task-oriented or people-oriented. Table 7 contains the survey data for item 15. The composite mean of 3.2 indicates an average response

in the low neutral area for this negatively-phrased question. The enlisted and civilian means of 3.5 were significantly higher than the 2.2 mean for the officers. This data tends to show that the enlisted and civilian employees, as a rule, tend to work in a more task-oriented environment. A further analysis of these groups indicates that the dental laboratory technicians were the only enlisted or civilian employees that appeared to believe that they had some latitude in performing their jobs. An initial look at the DTAs and dental assistant work groups revealed that those employees working in the traditional work setting (one dentist and one assistant) were positive about the amount of say they had in their jobs. Those employees working in the most contemporary team concept work setting were somewhat less satisfied.

Item 20. I have enough authority to get my job done. Table 8 presents the survey data relating to Item 20. The composite mean of 5.6 indicates a very positive response to this item. Further, the lack of variability in most groups was indicative of general consensus of opinion on this authority question. However, the large variability shown in the Length of Service Work Group was not consistent with this finding. The employees that appeared to be the least positive on this item were those employees who had been working for the DENTAC between six months and three years. However, the low mean for these "middle-year" employees was consistent with the Martin and Vaden study findings.⁶

Table 7 - Item #15 (-)

I have very little to say about how my job gets done.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							<u>MEAN</u>
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	19.2	26.9	3.8	11.5	23.1	3.8	11.5	3.5
Officer	44.1	26.5	14.7	0	8.8	5.9	0	2.2
Civilian	16.2	22.1	19.1	10.3	8.8	13.2	10.3	3.5
Composite	24.2	24.2	14.8	7.8	11.7	9.4	7.8	3.2
2. ENLISTED AND CIVILIANS								
Dental Assistants	17.0	14.9	23.4	12.8	12.8	12.8	6.4	3.5
Laboratory Technicians	10.0	70.0	0	0	0	10.0	10.0	2.8
Dental Therapy Assistants	30.8	0	7.7	15.4	7.7	7.7	30.8	4.2
Administrative/Clerical	14.3	28.6	4.8	9.5	23.8	9.5	9.5	3.7
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	21.7	13.0	30.4	8.7	8.7	8.7	8.7	3.3
One Dentist, DTA(s), Assistant(s)	12.5	12.5	16.7	16.7	8.3	12.5	20.8	4.2
4. LENGTH OF SERVICE								
0 - 6 Months	19.0	33.3	9.5	9.5	23.8	0	4.8	3.0
6 Months - 3 Years	28.8	15.4	9.6	9.6	15.4	9.6	11.5	3.4
Over 3 Years	20.0	25.0	17.5	10.0	0	15.0	12.5	3.4

Table 8 - Item # 20

I have enough authority to get my job done.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	15.4	0	3.8	7.7	15.4	23.1	34.6	5.2
Officer	0	0	2.9	5.9	14.7	44.1	32.4	6.0
Civilian	4.4	0	7.4	8.8	8.8	35.3	35.3	5.6
Composite	5.5	0	5.5	7.8	11.7	35.2	34.4	5.6
2. ENLISTED AND CIVILIANS								
Dental Assistants	8.5	0	6.4	10.6	12.8	27.7	34.0	5.4
Laboratory Technicians	0	0	0	0	20.0	50.0	30.0	6.1
Dental Therapy Assistants	0	0	0	7.7	7.7	46.2	38.5	6.2
Administrative/Clerical	14.3	0	9.5	4.8	4.8	33.3	33.3	5.2
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	4.3	0	8.7	4.3	13.0	30.4	39.1	5.7
One Dentist, DTA(s), Assistant(s)	8.3	0	4.2	12.5	4.2	33.3	37.5	5.5
4. LENGTH OF SERVICE								
0 - 6 Months	4.8	0	4.8	14.3	14.3	33.3	28.6	5.5
6 Months - 3 Years	9.6	0	3.8	9.6	5.8	40.3	30.8	4.7
Over 3 Years	0	0	7.5	5.0	15.0	35.0	37.5	6.3

Item 23 (-). Lack of teamwork and cooperation among work groups is a problem. The data present in Table 9 relative this item shows an overall response in the middle of neutral/unsure area. This relatively high composite mean (3.5) is the result of the even higher mean (3.8) for the civilian employees. The Martin and Vaden phenomenon again was present in the Length of Service Work Group data. The enlisted and civilian data shows a range of 2.9 to 4.7. The rank order shown here appeared to be consistent with prior data and showed a trend that was generally seen throughout the survey. The laboratory technicians appeared to be the most positive about their work, followed by the dental assistants, with the DTAs and administrative/clerical employees generally the least positive about their work.

Some variance was also found between the employees in the traditional work setting versus the team approach work setting. Those dental assistants who work in a one-on-one situation with a dentist seemed to be more inclined to think that teamwork and cooperation among work groups was a problem.

Item 28. The DENTAC provides enough training to assure that people know the best ways to perform their job. The composite mean of 3.6 presented on Table 10 pointed toward a general feeling that the amount of training provided in the DENTAC was not adequate. However, the 3.1 mean for the civilian employees and the 4.5 mean for the officer employees indicated that the civilians have a much stronger negative

Table 9 - Item # 23 (-)

Lack of teamwork and cooperation among workgroups is a problem.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	30.8	3.8	23.1	7.7	11.5	7.7	15.4	3.5
Officer	20.6	23.5	20.6	20.6	8.8	2.9	2.9	2.9
Civilian	20.6	11.8	13.2	14.7	11.8	14.7	13.2	3.8
Composite	22.7	13.3	17.2	14.8	10.9	10.2	10.9	3.5
2. ENLISTED AND CIVILIANS								
Dental Assistants	27.7	8.5	17.0	12.8	10.6	14.9	8.5	3.5
Laboratory Technicians	20.0	30.0	20.0	10.0	10.0	10.0	0	2.9
Dental Therapy Assistants	15.4	7.7	15.4	23.1	23.1	0	15.4	3.9
Administrative/Clerical	19.0	4.8	4.8	9.5	14.3	14.3	33.3	4.7
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	13.0	13.0	8.7	17.4	17.4	17.4	13.0	4.2
One Dentist, DTA(s), Assistant(s)	33.3	8.3	25.0	12.5	8.3	8.3	4.2	3.0
4. LENGTH OF SERVICE								
0 - 6 Months	33.3	9.5	19.0	19.0	9.5	9.5	0	2.9
6 Months - 3 Years	19.2	11.5	17.3	11.5	5.8	15.4	19.2	4.0
Over 3 Years	17.5	12.5	12.5	22.5	20.0	10.0	5.0	3.7

feeling about this item. The low civilian mean was probably attributable to the fact that no organized continuing education had been conducted for the civilians in the recent months prior to the survey. The somewhat higher officer mean may be a result of the formal residency training programs in the DENTAC or the amount of continuing health education (CHE) experience available to officers.

The employees in the 0 to 6 months group were considerably more positive about Item 28 than the other two Length of Service Employee Work Groups. No significant variation existed in the means of the Enlisted and Civilian Work Groups. The mean for employees working in the traditional work setting (2.9) was much lower than the mean of those employees working in the contemporary team setting (4.1). This variance and others may have been the result of differing perceptions of the meaning of this item. Some employees may have perceived that the item referred to formal, DENTAC-organized CHE, while others may have thought the item dealt with the more informal, on-the-job training (OJT). However, the variances were most probably the result of differences in the amount of training provided in each group.

Item 37 (-). I do not have a clear understanding of what is expected of me on my job. The composite mean of 2.5 shown on Table 11 indicates a negative response to this statement. It appeared that the employees as a whole generally felt that they had a clear understanding of their jobs. Again, the officer employees were more positive

Table 10 - Item # 28

The Dentac provides enough training to assure that people
know the best ways to perform their job.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							<u>MEAN</u>
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	23.1	11.5	11.5	19.2	11.5	15.4	7.7	3.6
Officer	8.8	2.9	17.6	14.7	17.6	35.3	2.9	4.5
Civilian	29.4	7.4	17.6	19.1	11.8	10.3	4.4	3.1
Composite	22.7	7.0	16.4	18.0	13.3	18.0	4.7	3.6
2. ENLISTED AND CIVILIANS								
Dental Assistants	25.5	12.8	12.8	19.1	14.9	10.6	4.3	3.3
Laboratory Technicians	30.0	0	20.0	10.0	0	20.0	20.0	3.9
Dental Therapy Assistants	15.4	15.4	15.4	23.1	15.4	15.4	0	3.5
Administrative/Clerical	33.3	0	23.8	19.0	9.5	9.5	4.8	3.2
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	34.8	4.3	26.1	17.4	8.7	8.7	0	2.9
One Dentist, DTA(s), Assistant(s)	16.7	8.3	4.2	20.8	25.0	16.7	8.3	4.1
4. LENGTH OF SERVICE								
0 - 6 Months	14.3	0	4.8	23.8	19.0	19.0	19.0	4.7
6 Months - 3 Years	23.1	9.6	25.0	17.3	7.7	17.3	0	3.3
Over 3 Years	27.5	12.5	10.0	17.5	20.0	12.5	0	3.3

than their enlisted and civilian counterparts. Also, those employees working in the traditional work setting were more positive than those working in the more contemporary team setting.

Item 42. I have enough help and equipment to get my job done.

The composite mean of 4.6 shown on Table 12 indicates a moderately positive response to this statement. Little variance existed between groups, except in the enlisted and civilian category. The enlisted and civilian rank order remained the same as in previous items; with the DTAs having a mean of 3.8, the administrative/clerical employees 4.0, the dental assistants 4.8, and the laboratory technicians 5.6. The low scores for the DTAs may be partially explained by the periodic shortage of dental assistants due to leaves, change of station, and other reasons. The administrative/clerical employees are, on the other hand, often the only employee functioning in their capacity (e.g., receptionist, clerk typist, secretary) in the clinic, and are oftentimes overwhelmed with work.

Item 43. I have enough information to get the job done. Table 13 indicates a composite mean of 5.4. The two groups who had means considerably less than the composite mean were the enlisted and administrative/clerical employees. No explanation is apparent for this variance but these groups were apparently less positive about the amount of information they receive than their counterparts.

Table 11 - Item # 37 (-)

I do not have a clear understanding of what is expected of me on my job.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							MEAN
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	34.9	11.5	15.4	26.9	0	0	11.5	2.9
Officer	41.2	38.2	14.7	2.9	0	2.9	0	1.9
Civilian	47.1	13.2	16.2	7.4	2.9	5.9	7.4	2.5
Composite	43.0	19.5	15.6	10.2	1.6	3.9	6.3	2.4
2. ENLISTED AND CIVILIANS								
Dental Assistants	46.8	17.0	14.9	12.8	0	2.1	6.4	2.3
Laboratory Technicians	40.0	20.0	20.0	0	10.0	0	10.0	2.6
Dental Therapy Assistants	46.2	0	23.1	7.7	0	7.7	15.4	3.0
Administrative/Clerical	38.1	4.8	19.0	19.0	4.8	4.8	9.5	3.0
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	47.8	26.1	8.7	13.0	0	4.3	0	2.0
One Dentist, DTA(s), Assistant(s)	45.8	4.2	20.8	4.2	0	4.2	20.8	3.0
4. LENGTH OF SERVICE								
0 - 6 Months	57.1	9.5	9.5	19.0	0	0	4.8	2.1
6 Months - 3 Years	38.5	15.4	19.2	9.6	3.8	7.7	5.8	2.7
Over 3 Years	42.5	15.0	17.5	7.5	0	5.0	12.5	2.7

Table 12 - Item # 42

I have enough help and equipment to get my job done.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	19.2	3.8	7.7	19.2	7.7	19.2	23.1	4.4
Officer	8.8	0	17.6	5.9	23.5	26.5	17.6	4.9
Civilian	13.2	8.8	14.7	11.8	7.4	17.6	26.5	4.5
Composite	13.3	5.5	14.1	11.7	11.7	20.3	23.4	4.6
2. ENLISTED AND CIVILIANS								
Dental Assistants	12.8	4.3	10.6	14.9	6.4	21.3	29.8	4.8
Laboratory Technicians	10.0	0	10.0	0	0	40.0	40.0	5.6
Dental Therapy Assistants	7.7	15.4	38.5	0	7.7	23.1	7.7	3.8
Administrative/Clerical	19.0	4.8	14.3	28.6	9.5	0	23.8	4.0
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	13.0	0	4.3	21.7	4.3	34.8	21.7	5.0
One Dentist, DTA(s), Assistant(s)	8.3	12.5	20.8	8.3	8.3	16.7	25.0	4.5
4. LENGTH OF SERVICE								
0 - 6 Months	0	4.8	14.3	14.3	23.8	9.5	33.3	5.0
6 Months - 3 Years	15.4	1.9	9.6	17.3	11.5	21.2	23.1	4.6
Over 3 Years	15.0	10.0	20.0	7.5	10.0	20.0	17.5	4.2

Table 13 - Item # 43

I have enough information to get the job done.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	11.5	7.7	3.8	15.4	11.5	26.9	23.1	4.9
Officer	0	0	0	8.8	17.6	41.2	32.4	6.0
Civilian	4.4	2.9	7.4	14.7	7.4	36.8	26.5	5.6
Composite	4.7	3.1	4.7	13.3	10.9	35.9	27.3	5.4
2. ENLISTED AND CIVILIANS								
Dental Assistants	4.3	4.3	6.4	19.1	6.4	31.9	27.7	5.3
Laboratory Technicians	10.0	0	0	10.0	0	50.0	30.0	5.6
Dental Therapy Assistants	0	0	0	7.7	15.4	46.2	30.8	6.0
Administrative/Clerical	14.3	0	9.5	23.8	19.0	14.3	19.0	4.5
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	4.3	4.3	4.3	17.4	4.3	34.8	30.4	5.4
One Dentist, DTA(s), Assistant(s)	0	4.2	8.3	16.7	12.5	37.5	20.8	5.3
4. LENGTH OF SERVICE								
0 - 6 Months	0	0	4.8	14.3	14.3	28.6	38.1	5.8
6 Months - 3 Years	9.6	3.8	3.8	15.4	13.5	30.8	23.1	5.0
Over 3 Years	5.0	0	2.5	15.0	15.0	42.5	20.0	5.4

The employee responses to the items in the Positive Work Climate area of the survey were generally considered to be positive. However, the items relating to teamwork and cooperation and training received less positive overall responses. Item 28 received a somewhat negative response. There was an apparent unanimity in the groups in relation to a lack of training in the DENTAC. All groups apparently felt that the amount of training being provided was inadequate.

Trends were also seen in the relative same order of the employee groups in the Enlisted and Civilian Work Group. The DTAs and the administrative/clerical employees were shown as less positive on nearly all items than the laboratory technicians and the dental assistants. Further, the laboratory technicians were shown to have a much more positive feeling about their work climate than the other employees.

Job Fulfillment

The items in the Job Fulfillment area are designed to survey the employees' attitudes about how the job meets the psychological well-being of the individual. A fulfilling job is one that gives people a sense of effectiveness, and a conviction that one's private goals and behavior contribute to the well-being of others. This overall level of satisfaction is important in determining the level of organizational motivation.

Item 1. The work I do is very interesting. The composite mean of 5.8 found on Table 14 indicates a positive response to this question. The group that seemed to feel that their jobs were the least interesting were the enlisted employees. Their mean of 4.9 may be low, when compared to the other groups, because many young enlisted soldiers choose the dental career field or are placed in it without sufficient knowledge of what their jobs will entail. This lack of knowledge and the fact that many enlisted jobs include the lower skill level, more mundane tasks would generally lead to some level of dissatisfaction.

Also of interest was the mean of the DTAs. The mean of 6.0 showed a more positive response for this group than on the previous items discussed. The DTAs were not very positive (and oftentimes negative) about their work climate but, as a group they seem to feel that their work is very interesting.

Item 3. All in all, I am satisfied with my job. This item was designed to measure the overall satisfaction level for each employee work group. The data found on Table 15 seems to indicate that all of the work groups were generally satisfied with their jobs. The composite mean of 5.3 was exceeded by the means for the officer employees (5.8), the employees working at the DENTAC six months or less (5.7), the laboratory technicians (5.5), and the employees working in the traditional one dentist, one dental assistant role (5.5).

Table 14 - Item # 1

The work I do is very interesting.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	19.2	3.8	3.8	11.5	0	23.1	38.5	4.9
Officer	0	0	5.9	2.9	8.8	23.5	58.8	6.3
Civilian	0	0	5.9	8.8	14.7	38.2	32.4	5.8
Composite	3.9	0.8	5.5	7.8	10.2	31.3	40.6	5.8
2. ENLISTED AND CIVILIANS								
Dental Assistants	4.3	2.1	6.4	8.5	14.9	29.8	34.0	5.5
Laboratory Technicians	10.0	0	0	0	0	50.0	40.0	5.9
Dental Therapy Assistants	0	0	7.7	7.7	0	46.2	38.5	5.0
Administrative/Clerical	9.5	0	9.5	14.3	9.5	33.3	23.8	5.1
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	0	0	0	17.4	17.4	26.1	39.1	5.9
One Dentist, DTA(s), Assistant(s)	8.3	0	16.7	8.3	12.5	33.3	20.8	5.0
4. LENGTH OF SERVICE								
0 - 6 Months	9.5	0	4.8	0	9.5	9.5	66.7	6.0
6 Months - 3 Years	7.7	1.9	11.5	3.8	13.5	32.7	28.8	5.3
Over 3 Years	0	0	5.0	12.5	7.5	45.0	30.0	5.8

The employees working in this traditional role were again more positive than those employees working in the contemporary team setting (mean of 4.5). The variance found here was consistent with previously presented data.

Item 5. The group I work with really enjoys doing its job. The composite mean of 5.3 found on Table 16 indicates a positive response to this item. Little variance existed between groups, except between the administrative/clerical group and the other enlisted and civilian groups. The administrative/clerical mean of 4.5 was also lower than the composite mean. Thus, this group was thought to be generally less sure that the rest of the employees enjoy doing their jobs. Since most of these employees work alone and not with other administrative employees, this perception was most probably based on an observation of the employees around them.

Item 12 (-). The people I work with do just enough to get by. The data for Item 12 are shown on Table 17. The composite mean of 3.2 indicates a somewhat less than positive feeling about the statement. However, there were noteworthy variances between many work groups. The enlisted and civilian means of 3.6 and 3.4, respectively, and the officer mean of 2.6, indicate a difference of opinion between these groups. The Martin and Vaden phenomenon was present in the Length of Service data. The 2.5 mean for those employees working in the DENTAC six months or less increased significantly for those employees in the

Table 15 - Item # 3

All in all, I am satisfied with my job.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	19.2	3.8	0	3.8	7.7	34.6	30.8	5.0
Officer	0	2.9	5.9	5.9	14.7	35.3	35.3	5.8
Civilian	2.9	5.9	2.9	19.1	17.6	29.4	22.1	5.2
Composite	5.5	4.9	3.1	12.5	14.8	32.0	27.3	5.3
2. ENLISTED AND CIVILIANS								
Dental Assistants	6.4	6.4	2.1	8.5	17.0	34.0	25.5	5.3
Laboratory Technicians	0	10.0	0	10.0	20.0	30.0	30.0	5.5
Dental Therapy Assistants	7.7	0	0	38.5	15.4	23.1	15.4	4.8
Administrative/Clerical	14.3	4.8	4.8	9.5	4.8	33.3	28.6	5.0
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	0	4.3	4.3	13.0	17.4	39.1	21.7	5.5
One Dentist, DTA(s), Assistant(s)	12.5	8.3	0	25.0	16.7	20.8	16.7	4.5
4. LENGTH OF SERVICE								
0 - 6 Months	4.8	4.8	4.8	4.8	9.5	23.8	47.6	5.7
6 Months - 3 Years	7.7	9.6	3.8	1.9	23.1	36.5	17.3	5.0
Over 3 Years	5.0	5.0	2.5	30.0	12.5	22.5	22.5	5.0

Table 16 - Item # 5

The group I work with really enjoys doing its job.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	3.8	0	11.5	23.1	11.5	30.8	19.2	5.1
Officer	0	2.9	2.9	5.9	23.5	44.1	20.6	5.6
Civilian	4.4	1.5	5.9	16.2	25.0	22.1	25.0	5.2
Composite	3.1	1.6	6.3	14.8	21.9	29.7	22.7	5.3
2. ENLISTED AND CIVILIANS								
Dental Assistants	4.3	2.1	8.5	14.9	17.0	29.8	23.4	5.2
Laboratory Technicians	0	0	0	20.0	30.0	20.0	30.0	5.3
Dental Therapy Assistants	0	0	0	15.4	30.8	23.1	30.8	5.7
Administrative/Clerical	9.5	4.8	9.5	23.8	23.8	14.3	14.3	4.5
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	0	4.3	8.7	13.0	30.4	26.1	17.4	5.2
One Dentist, DTA(s), Assistant(s)	8.3	0	12.5	12.5	16.7	20.8	29.2	5.1
4. LENGTH OF SERVICE								
0 - 6 Months	0	0	4.8	23.8	9.5	38.1	23.8	5.5
6 Months - 3 Years	5.8	9.6	9.6	11.5	19.2	21.2	23.1	4.8
Over 3 Years	2.5	0	7.5	15.0	30.0	22.5	22.5	5.3

Six Month to Three Year Work Group. This 3.7 mean lowered to a mean of 3.3 for those employees working longer than three years.

The Enlisted and Civilian Work Group data shows that the laboratory technicians are the only group who have a mean less than the neutral/unsure range. The laboratory technicians' mean of 2.6 was significantly less than the means of the other groups. The group with the highest mean for this statement was those employees who work in the traditional one dentist, one assistant work setting. Their mean (4.0), when compared to the mean of those employees in the contemporary one dentist, DTA(s), assistant(s) work setting (3.1), indicates a higher degree of dissatisfaction with the efforts of their fellow employees.

Item 32. I am satisfied with the encouragement I get to try out new ideas and methods on the job. This item was designed to survey the employees' feeling about the amount of innovativeness that is allowed on the job. The data on Table 18 shows a composite mean of 4.3 and a wide variance between most groups. The composite mean indicates a slightly positive feeling that new ideas and methods are encouraged on the job. The enlisted employees' mean of 3.8 indicates a response in the high neutral/unsure range. On the other hand, the officer employees' mean of 4.9 indicates a moderately strong positive feeling about the statement. The employees in the zero to six months group were more positive than those of the other groups in the Length of Service Work Groups. The greatest variance on the statement occurred

Table 17 - Item # 12 (-)

The people I work with do just enough to get by.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	23.1	15.4	11.5	15.4	11.5	7.7	15.4	3.6
Officer	29.4	32.4	11.8	11.8	8.8	2.9	2.9	2.6
Civilian	29.4	8.8	13.2	14.7	16.2	10.3	7.4	3.4
Composite	28.1	16.4	12.5	14.1	13.3	7.8	7.8	3.2
2. ENLISTED AND CIVILIANS								
Dental Assistants	29.8	6.4	10.6	12.8	19.1	14.9	6.4	3.6
Laboratory Technicians	40.0	10.0	10.0	30.0	10.0	0	0	2.6
Dental Therapy Assistants	15.4	23.1	15.4	15.4	15.4	7.7	7.7	3.5
Administrative/Clerical	23.8	14.3	14.3	14.3	4.8	4.8	23.8	3.7
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	21.7	8.7	8.7	8.7	21.7	17.4	13.0	4.0
One Dentist, DTA(s), Assistant(s)	33.3	12.5	12.5	8.3	20.8	12.5	0	3.1
4. LENGTH OF SERVICE								
0 - 6 Months	38.1	28.6	4.8	14.3	9.5	0	4.8	2.5
6 Months - 3 Years	23.1	9.6	13.5	15.4	15.4	11.5	11.5	3.7
Over 3 Years	30.0	12.5	7.5	20.0	15.0	12.5	2.5	3.3

in the Enlisted and Civilian Work Group. The rank order of the mean was the same as for most other statements -- laboratory technicians, dental assistants, DTAs and administrative/clerical employees. The laboratory technicians were again the most positive group, while the administrative/clerical were the most negative.

Item 36 (-). My work group shows little interest in doing its best.

The composite mean of 2.6 on Table 19 indicates a negative feeling about this statement. The enlisted work group appeared to have the most positive feeling about this negatively-phrased statement. The laboratory technicians and administrative/clerical employees were again on the opposite ends of the range of means for the Enlisted and Civilian Work Group.

Item 38. The morale of the people I work with is very high.

Table 20 displays the data for Item 38. The composite mean of 4.6 tends to indicate a moderately positive response to the statement. However, in fact, the means for the enlisted and civilian employees fall within the neutral/unsure range, while the mean for the officers is a high 5.2. Thus, the composite mean was skewed toward the officer mean. Because of this variance it is apparent that a significant difference of opinion exists between the enlisted/civilian groups and the officer group on the question of the morale of the employees.

Table 18 - Item # 32

I am satisfied with the encouragement I get to try out new
ideas and methods on the job.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	26.9	7.7	3.8	23.1	3.8	26.9	7.7	3.8
Officer	8.8	2.9	8.8	14.7	17.6	29.4	17.6	4.9
Civilian	14.7	7.4	10.3	20.6	16.2	19.1	11.8	4.2
Composite	15.6	6.3	8.6	19.5	14.1	23.4	12.5	4.3
2. ENLISTED AND CIVILIANS								
Dental Assistants	14.9	2.1	8.5	25.5	12.8	23.4	12.8	4.4
Laboratory Technicians	0	10.0	0	10.0	30.0	40.0	10.0	5.2
Dental Therapy Assistants	7.7	15.4	23.1	23.1	15.4	7.7	7.7	3.8
Administrative/Clerical	33.3	9.5	0	23.8	9.5	14.3	9.5	3.5
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	13.0	4.3	17.4	17.4	13.0	26.1	8.7	4.3
One Dentist, DTA(s), Assistant(s)	12.5	8.3	8.3	29.2	8.3	16.7	16.7	4.3
4. LENGTH OF SERVICE								
0 - 6 Months	4.8	9.5	9.5	14.3	9.5	28.6	23.8	5.0
6 Months - 3 Years	25.0	1.9	3.8	23.1	19.2	19.2	7.7	4.0
Over 3 Years	10.0	12.5	15.0	22.5	12.5	17.5	10.0	4.1

Table 19 - Item # 36 (-)

My work group shows little interest in doing its best.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	26.9	7.7	11.5	26.9	15.4	3.8	7.7	3.4
Officer	38.2	32.4	11.8	8.8	5.9	0	0	2.2
Civilian	44.1	16.2	10.3	16.2	7.4	1.5	4.4	2.5
Composite	39.1	18.8	10.9	16.4	8.6	1.6	4.7	2.6
2. ENLISTED AND CIVILIANS								
Dental Assistants	38.3	14.9	8.5	19.1	12.8	2.1	4.3	2.8
Laboratory Technicians	40.0	20.0	20.0	20.0	0	0	0	2.2
Dental Therapy Assistants	46.2	15.4	7.7	15.4	7.7	0	7.7	2.5
Administrative/Clerical	33.3	9.5	14.3	19.0	9.5	4.8	9.5	3.1
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	34.8	13.0	13.0	13.0	13.0	4.3	8.7	3.0
One Dentist, DTA(s), Assistant(s)	50.0	16.7	4.2	16.7	8.3	0	4.2	2.3
4. LENGTH OF SERVICE								
0 - 6 Months	38.1	28.6	9.5	9.5	14.3	0	0	2.3
6 Months - 3 Years	38.5	3.8	15.4	25.0	11.5	1.9	3.8	2.9
Over 3 Years	45.0	17.5	10.0	12.5	7.5	2.5	5.0	2.5

Those employees employed in the DENTAC for six months or less (16.4 percent of the respondents) had a much higher mean (5.2) than those employees that have worked in the DENTAC over six months. The administrative/clerical employees' mean was significantly lower than the composite mean for all employees. In fact, this mean of 3.3 was the most negative response to the statement.

The DENTAC employees find their jobs interesting and are generally satisfied with their jobs. The employees also felt that the members of their work groups enjoyed their jobs. However, there was some indication that the employees were not overly positive about the effort of their fellow employees and the overall encouragement to try out new ideas and methods on the job. It would appear that the employees in the DENTAC find their jobs fulfilling.

Commitment to the Organization

As the name suggests, this area of the survey was designed to measure the employees' dedication to the DENTAC. However, since many of the subjects addressed in the statements are not under the direct control of the DENTAC, this area also measures the employees' commitment to the U.S. Army and Federal Service.

Item 4. I am satisfied with the fringe benefits which come with this job (e.g., medical, retirement, leave). The composite mean of 5.5 found on Table 21 is evidence of a very positive feeling about the

Table 20 - Item # 38

The morale of the people I work with is very high.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	11.5	11.5	7.7	23.1	15.4	19.2	11.5	4.2
Officer	0	5.9	5.9	5.9	32.4	44.1	5.9	5.2
Civilian	7.4	13.2	14.7	16.2	13.2	16.2	19.1	4.4
Composite	6.3	10.9	10.9	14.8	18.8	24.2	14.1	4.6
2. ENLISTED AND CIVILIANS								
Dental Assistants	2.1	10.6	12.8	21.3	12.8	19.1	21.3	4.7
Laboratory Technicians	10.0	0	10.0	20.0	20.0	10.0	30.0	4.9
Dental Therapy Assistants	7.7	23.1	7.7	15.4	23.1	15.4	7.7	4.0
Administrative/Clerical	23.8	19.0	14.3	14.3	4.8	19.0	4.8	3.3
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	4.3	13.0	17.4	13.0	21.7	13.0	17.4	4.4
One Dentist, DTA(s), Assistant(s)	4.2	20.8	12.5	12.5	12.5	16.7	20.8	4.4
4. LENGTH OF SERVICE								
0 - 6 Months	4.8	4.8	4.8	14.3	19.0	23.8	28.6	5.2
6 Months - 3 Years	3.8	17.3	7.7	23.1	19.2	21.2	7.7	4.3
Over 3 Years	10.0	17.5	10.0	10.0	17.5	22.5	12.5	4.3

fringe benefits of working for the U. S. Army. The civilian mean of 5.9 shows this group to be the most positive general group as regards this statement. On the other hand, the enlisted mean of 4.6 indicates a somewhat lower level of satisfaction for these employees. This lower enlisted mean may be explained with all the recent publicity about the "benefit drain" from the military. The Martin and Vaden phenomenon is present in the Length of Service data. The work group with the most positive feeling about the fringe benefits of their job was the traditional one dentist, one assistant group.

Item 6. If I have my way I'll continue to work for the DENTAC for at least three more years. The data for this item is contained in Table 22. The composite mean of 5.1 signifies a generally positive overall response to this statement. The civilians were again quite positive about this item with a mean of 5.5. The enlisted mean of 4.2 indicates somewhat of a less positive response but a look at the U-shaped percentage response distribution shows a lack of a strong consensus among this group. This wide spread may be related to the different enlisted grade levels and the greater propensity of those more senior in grade to remain with the military. Also, those senior in grade are more apt to value another three years in one location because of their families and the high costs of moving, while the more junior enlisted would not be nearly so inclined. The civilians were most probably positive about continuing with the DENTAC because a large percentage of these employees

Table 21 - Item # 4

I am satisfied with the fringe benefits which come with this job
(e.g., medical, retirement, leave).

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	11.5	11.5	7.7	7.7	19.2	19.2	23.1	4.6
Officer	5.9	2.9	2.9	20.6	17.6	20.6	29.4	5.2
Civilian	2.9	2.9	2.9	11.8	4.4	22.1	52.9	5.9
Composite	5.5	4.7	3.9	13.3	10.9	21.2	40.6	5.5
2. ENLISTED AND CIVILIANS								
Dental Assistants	4.3	4.3	6.4	10.6	6.4	25.5	42.6	5.8
Laboratory Technicians	0	10.0	0	10.0	20.0	10.0	50.0	5.7
Dental Therapy Assistants	7.7	7.7	0	15.4	0	15.4	53.8	5.2
Administrative/Clerical	9.5	4.8	4.8	0	14.3	19.0	47.6	5.5
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	4.3	0	0	4.3	8.7	34.8	47.8	6.1
One Dentist, DTA(s), Assistant(s)	8.3	12.5	4.2	16.7	0	16.7	41.7	5.0
4. LENGTH OF SERVICE								
0 - 6 Months	4.8	0	0	19.0	4.8	23.8	47.6	5.8
6 Months - 3 Years	9.6	9.6	3.8	11.5	13.5	23.1	28.8	4.9
Over 3 Years	5.0	5.0	2.5	15.0	2.5	20.0	50.0	5.7

have made a commitment by remaining with the DENTAC for over three years. This is also apparent when one considers that the highest mean in the Length of Service Work Group is for those employees belonging to the organization more than three years.

A high degree of variance in the Enlisted and Civilian Work Group was shown in the means for the enlisted and civilian employees. Part of this variance may be due to the job market outside of the DENTAC -- either in the civilian community or in Federal Service. For example, the civilian job market for laboratory technicians is generally considered to be good, while the job market for the DTAs is not as good. Another factor is the fact that the DTAs are normally given more latitude in the practice of military dentistry than in civilian practice and thus the average DTA would rather remain with the military.

Item 14 (-). If offered 10% more pay to leave the DENTAC, I'd probably go. Item 14 was designed to measure if the workers' level of satisfaction with their pay was high enough to keep them in the organization. Also, Item 14 shows the degree to which the employees value pay and thus whether or not it is a satisfier or merely a dissatisfier. This pay-related statement is associated with Item 21, which will be discussed next.

The composite mean of 4.2 found on Table 23, although positive, indicates a high degree of uncertainty about this question. The enlisted employees, with a mean of 5.4, were the most positive about

Table 22 - Item # 6

If I have my way I'll continue to work for the DENTAC for at least three more years.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	19.2	11.5	11.5	7.7	7.7	19.5	23.1	4.2
Officer	14.7	8.8	5.9	5.9	8.8	14.7	41.2	4.9
Civilian	8.8	5.9	2.9	8.8	4.4	22.1	47.1	5.5
Composite	12.5	7.8	5.5	7.8	6.3	19.5	40.6	5.1
2. ENLISTED AND CIVILIANS								
Dental Assistants	10.6	4.3	4.3	8.5	2.1	21.3	48.9	5.5
Laboratory Technicians	30.0	0	20.0	0	10.0	20.0	20.0	4.6
Dental Therapy Assistants	0	7.7	0	7.7	7.7	30.8	46.2	5.9
Administrative/Clerical	9.5	19.0	4.8	14.3	9.5	19.0	23.8	4.5
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	4.3	4.3	0	8.7	4.3	21.7	56.5	6.0
One Dentist, DTA(s), Assistant(s)	12.5	8.3	8.3	8.3	0	25.0	50.0	5.5
4. LENGTH OF SERVICE								
0 - 6 Months	23.8	0	0	4.8	14.3	9.5	47.6	5.0
6 Months - 3 Years	13.5	9.6	7.7	15.4	5.8	23.1	25.0	4.6
Over 3 Years	10.0	10.0	0	2.5	5.0	25.0	47.5	5.5

leaving the DENTAC for ten percent more pay. The officer and civilian groups were less positive about leaving. The enlisted mean may have been an indication of the general dissatisfaction of enlisted soldiers throughout the U.S. Army with a decrease in disposable income over the past few years. This dissatisfaction may have been particularly acute at the time of the survey because the W-2 tax withholding forms were distributed during the course of the survey.

Contrary to the data from prior items, the DTAs were generally more positive about staying with the DENTAC than the employees of the other Enlisted and Civilian Work Group. However, the administrative/clerical employees' mean of 5.6 implies that this group would leave the DENTAC if offered ten percent more pay elsewhere. The DTAs, as a group, are civilians that have been working for the DENTAC for more than three years and in some cases, over ten years. This commitment in years would make the DTAs less likely to think of leaving the DENTAC than other groups without this commitment. The administrative/clerical employees, on the other hand, have, as a group, not worked for the DENTAC as long as the DTAs, are generally in low level "starting" Civil Service jobs, and have little (if any) promotion potential in the DENTAC. The presumption is that these factors make the administrative/clerical employees more predisposed to leave the organization.

Item 21 (-). I am not paid fairly for the work I do. This statement is related to Item 14 and designed to measure overall satisfaction with

Table 23 - Item # 14 (-)

If offered 10% more pay to leave the DENTAC this year, I'd probably go

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							<u>MEAN</u>
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	7.7	3.8	3.8	15.4	7.7	15.4	46.1	5.4
Officer	26.5	17.6	5.9	20.6	2.9	14.7	11.8	3.5
Civilian	22.1	7.4	5.9	19.1	14.7	10.3	20.6	4.1
Composite	20.3	9.4	5.5	18.8	10.2	12.5	23.4	4.2
2. ENLISTED AND CIVILIANS								
Dental Assistants	19.1	8.5	6.4	23.4	10.6	12.8	19.1	4.1
Laboratory Technicians	10.0	10.0	10.0	0	20.0	20.0	30.0	4.9
Dental Therapy Assistants	30.8	0	7.7	23.1	7.7	23.1	7.7	3.8
Administrative/Clerical	9.5	4.8	0	9.5	14.3	0	61.9	5.6
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	21.7	13.0	4.3	21.7	13.0	13.0	13.0	3.8
One Dentist, DTA(s), Assistant(s)	16.7	0	4.2	33.3	16.7	12.5	16.7	4.4
4. LENGTH OF SERVICE								
0 - 6 Months	33.3	4.8	9.5	9.5	0	9.5	33.3	4.0
6 Months - 3 Years	15.4	3.8	7.7	19.2	13.5	11.5	28.8	4.6
Over 3 Years	20.0	7.5	2.5	25.0	15.0	15.0	15.0	4.1

pay. The composite mean of 4.7 on Table 24 was considerably higher than the composite mean for Item 14. The enlisted employees again were shown to be the least satisfied with their pay. The civilians were, however, more positive about this item than Item 14. Paradoxically, the DTAs mean of 6.0 was significantly higher than their mean of 3.8 for Item 14. These employees appear to have felt that they are not paid fairly for the work they do but would not leave the organization for ten percent more pay. This feeling of unfair pay may emanate from the DTAs actually doing some of the work a dentist does in other settings, without the commensurate pay. This high mean was generally responsible for the 5.2 mean for those employees working in the contemporary team setting. The administrative/clerical personnel again were positive as regards their dissatisfaction with pay. This group was apparently not only dissatisfied with pay but would leave the organization for more pay.

Item 27. My job offers enough opportunity for me to develop my special abilities. The mean of 4.3 on Table 25 is indicative of a moderately positive feeling about this statement. The officer mean of 5.4 shows that the officers were positively challenged by their jobs. The low means of the enlisted and civilian employees in the General Work Group manifest themselves in the low scores for all of the employees in the Enlisted and Civilian Work Group. The administrative/clerical employees are the most negative about the statement.

Table 24 - Item # 21 (-)

I am not paid fairly for the work I do.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	15.4	0	7.7	15.4	11.5	7.7	42.3	5.0
Officer	2.9	14.7	8.8	20.6	11.8	17.6	23.5	4.7
Civilian	14.7	5.9	11.8	13.2	14.7	10.3	29.4	4.6
Composite	11.7	7.0	10.2	15.6	13.3	11.7	30.5	4.7
2. ENLISTED AND CIVILIANS								
Dental Assistants	21.3	4.3	12.8	17.0	12.8	8.5	23.4	4.1
Laboratory Technicians	20.0	10.0	10.0	10.0	20.0	20.0	10.0	4.0
Dental Therapy Assistants	0	0	0	15.4	23.1	7.7	53.8	6.0
Administrative/Clerical	9.5	4.8	14.3	4.8	9.5	9.5	47.6	5.2
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	30.4	4.3	13.0	8.7	17.4	13.0	13.0	3.7
One Dentist, DTA(s), Assistant(s)	8.3	4.2	0	25.0	16.7	4.2	41.7	5.2
4. LENGTH OF SERVICE								
0 - 6 Months	14.3	9.5	9.5	23.8	14.3	9.5	19.0	4.2
6 Months - 3 Years	9.6	3.8	9.6	17.3	5.8	15.4	38.5	5.1
Over 3 Years	10.0	5.0	5.0	12.5	17.5	10.0	40.0	5.1

The employees who have worked in the DENTAC less than six months responded more positively (mean of 5.2) than the other employees in the Length of Service Work Group. This high mean was possibly due to the newness of the employees' job and the challenges of learning how to function in this new job.

Item 34. In general, I like working here. This pervasive item was designed to ascertain the employees' overall feeling about working in the DENTAC. The mean of 5.5 on Table 26 indicates that as a whole the employees like working in the DENTAC. The only group with other than a strong positive response to the question was the Enlisted Work Group (mean 4.5). No other unusual variances existed.

Item 45 (-). My job does not offer enough opportunities for promotion. The mean of 5.1 shown on Table 27 indicates an overall positive response to this negatively-phrased statement. However, the officer mean of 3.6 indicates that the officers were generally satisfied with their promotion system. It must be understood that all three employee groups have different promotion systems and the enlisted and civilian employees even have separate systems for different categories of employees in their systems. However, the officer employees have one promotion system for all.

Interestingly, the means for the Length of Service Work Groups increased the longer the employee had been employed in the DENTAC. It is assumed that these means are driven by the responses from civilian

Table 25 - Item # 27

My job offers enough opportunities for me to develop my special abilities.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	26.9	3.8	11.5	7.7	11.5	15.4	26.9	4.4
Officer	8.8	5.9	2.9	8.8	5.9	32.4	35.3	5.4
Civilian	26.5	8.8	5.9	13.2	14.7	19.1	11.8	3.7
Composite	21.9	7.0	6.3	10.9	11.7	21.9	20.3	4.3
2. ENLISTED AND CIVILIANS								
Dental Assistants	21.3	10.6	10.6	12.8	12.8	21.3	10.6	3.9
Laboratory Technicians	30.0	0	0	10.0	20.0	10.0	30.0	4.4
Dental Therapy Assistants	23.1	7.7	7.7	0	30.8	15.4	15.4	4.2
Administrative/Clerical	38.1	4.8	4.8	14.3	9.5	9.5	19.0	3.6
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	17.4	17.4	13.0	13.0	13.0	13.0	13.0	3.8
One Dentist, DTA(s), Assistant(s)	25.0	8.3	4.2	0	29.2	25.0	8.3	4.1
4. LENGTH OF SERVICE								
0 - 6 Months	9.5	4.8	0	19.0	9.5	19.0	38.1	5.2
6 Months - 3 Years	25.0	9.6	9.6	7.7	3.8	36.5	7.7	4.0
Over 3 Years	25.0	5.0	7.5	17.5	20.0	12.5	12.5	4.1

Table 26 - Item # 34

In general, I like working here.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	15.4	7.7	7.7	15.4	11.5	23.1	19.2	4.5
Officer	0	2.9	2.9	2.9	20.6	35.3	35.3	5.9
Civilian	2.9	0	1.5	16.2	8.8	39.7	30.9	5.7
Composite	4.7	2.3	3.1	12.5	12.5	35.2	29.7	5.5
2. ENLISTED AND CIVILIANS								
Dental Assistants	6.4	0	0	17.0	8.5	36.2	31.9	5.8
Laboratory Technicians	10.0	0	10.0	10.0	0	50.0	20.0	5.2
Dental Therapy Assistants	0	0	7.7	23.1	23.1	23.1	23.1	5.3
Administrative/Clerical	9.5	9.5	4.8	9.5	9.5	28.6	28.6	5.0
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	4.3	0	0	13.0	17.4	34.8	30.4	5.7
One Dentist, DTA(s), Assistant(s)	8.3	0	4.2	16.7	8.3	37.5	25.0	5.3
4. LENGTH OF SERVICE								
0 - 6 Months	4.8	0	9.5	0	14.3	23.8	47.6	5.8
6 Months - 3 Years	9.6	7.7	0	13.5	13.5	34.6	21.2	5.0
Over 3 Years	2.5	0	5.0	17.5	15.0	30.0	30.0	5.5

employees. This high degree of dissatisfaction is predictable when one considers that the civilian employees quickly reach (or are hired at) their maximum attainable grade level. Employees who cannot, because of the nature of the system, be promoted will predictably be dissatisfied with the promotion system.

It would appear from the data for the Commitment to the Organization area that the employees of the DENTAC enjoy working there. They are satisfied with fringe benefits of the job but are generally dissatisfied with their overall pay. The employees as a whole would like to work for the DENTAC for at least three more years but would leave if offered ten percent more pay elsewhere. Further, there is little consensus on whether or not the employees' jobs offer opportunities for them to develop their special abilities. However, there is a general consensus (officers excluded) that the employees' jobs do not offer enough opportunities for promotion.

Direct Reinforcers

The aim of this area of the survey is to determine the employees' perceptions about reinforcement -- both positive and negative.

Item 11 (-). It is easy to get confused about what you are supposed to be doing around here. The composite mean of 3.2 on Table 28 indicates a less than positive response to this negatively phrased statement. The officers were slightly more negative (mean of 2.6) than the civilians

Table 27 - Item # 45 (-)

My job does not offer enough opportunities for promotion.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	0	3.8	7.7	26.9	7.7	11.5	42.3	5.4
Officer	14.7	17.6	26.5	14.7	2.9	11.8	11.8	3.6
Civilian	7.4	1.5	2.9	7.4	8.8	16.2	55.9	5.8
Composite	7.8	6.3	10.2	13.3	7.0	14.1	41.4	5.1
2. ENLISTED AND CIVILIANS								
Dental Assistants	4.3	0	6.4	14.9	10.6	10.6	53.2	5.7
Laboratory Technicians	10.0	10.0	0	10.0	30.0	0	40.0	5.0
Dental Therapy Assistants	7.7	0	0	7.7	0	15.4	69.2	5.6
Administrative/Clerical	4.8	4.8	4.8	14.3	0	23.8	47.6	5.6
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	8.7	0	0	8.7	8.7	17.4	56.5	5.9
One Dentist, DTA(s), Assistant(s)	4.2	0	0	16.7	4.2	12.5	62.5	6.1
4. LENGTH OF SERVICE								
0 - 6 Months	9.5	4.8	9.5	33.3	4.8	14.3	23.8	4.6
6 Months - 3 Years	1.9	9.6	9.6	15.4	9.6	15.4	38.5	5.1
Over 3 Years	5.0	0	10.0	2.5	5.0	15.0	62.5	6.0

(mean of 3.5) are on this item. The only other group that varied significantly from the composite mean was the administrative/clerical employee group. This group's mean of 4.0 indicates it is in the high neutral or unsure range. No other significant variance existed.

Item 18. The people I work with let me know if I do particularly well on a task. This item was designed to measure the amount of positive reinforcement that occurs on the job. This reinforcement can come from the supervisor or from any other employee that the employee interacts with. Table 29 lists a composite mean of 4.5. This mean is in the high neutral or unsure range. There is little variance on this item between the General Work Group employees. The employees who had worked at the DENTAC for less than six months responded considerably more positive than did the other Length of Service employees. This may be due to the high degree of interaction with other employees during the initial months of ones employment. The employee is in a training/work status during this period and this type of status requires a lot of reinforcement for learning to occur. The laboratory technicians also responded quite positively to this item. The contrast of the laboratory technicians' mean of 5.3 and the administrative/clerical mean of 3.2 is noteworthy.

Item 22. My supervisor makes a point of letting me know when I have turned in a superior performance. This item is closely linked to Item 18 and is, in fact, more specific because it asks for the

Table 28 - Item # 11 (-)

It is easy to get confused about what you are supposed to be
doing around here.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	26.9	23.1	15.4	3.8	0	19.2	11.5	3.3
Officer	35.3	26.5	8.8	11.8	5.9	11.8	0	2.6
Civilian	23.5	19.1	13.2	8.8	13.2	11.8	10.3	3.5
Composite	27.3	21.9	12.5	8.6	8.6	13.3	7.8	3.2
2. ENLISTED AND CIVILIANS								
Dental Assistants	23.4	19.1	17.0	12.8	8.5	10.6	8.5	3.3
Laboratory Technicians	10.0	40.0	20.0	0	10.0	10.0	0	2.6
Dental Therapy Assistants	38.5	15.4	7.7	0	15.4	23.1	0	3.1
Administrative/Clerical	19.0	19.0	14.3	0	9.5	19.0	19.0	4.0
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	26.1	17.4	8.7	21.7	8.7	8.7	8.7	3.3
One Dentist, DTA(s), Assistant(s)	25.0	20.8	25.0	4.2	8.3	8.3	8.3	3.1
4. LENGTH OF SERVICE								
0 - 6 Months	28.6	23.8	14.3	9.5	4.8	14.3	4.8	3.0
6 Months - 3 Years	26.9	19.2	9.6	9.6	11.5	13.5	9.6	3.4
Over 3 Years	25.0	20.0	17.5	10.0	5.0	17.5	5.0	3.2

Table 29 - Item # 18

The people I work with let me know if I do particularly well on a task.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	19.2	7.7	11.5	11.5	11.5	19.2	19.2	4.2
Officer	5.9	5.9	5.9	23.5	23.5	29.4	5.9	4.6
Civilian	17.6	8.8	8.8	5.9	14.7	23.5	20.6	4.4
Composite	14.8	7.8	8.6	11.7	16.4	24.2	16.4	4.5
2. ENLISTED AND CIVILIANS								
Dental Assistants	8.5	10.6	8.5	8.5	14.9	23.4	25.5	4.8
Laboratory Technicians	0	0	20.0	10.0	20.0	20.0	30.0	5.3
Dental Therapy Assistants	23.1	7.7	15.4	0	15.4	30.8	7.7	4.0
Administrative/Clerical	42.9	9.5	4.8	9.5	9.5	9.5	14.3	3.2
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	13.0	8.7	17.4	13.0	17.4	17.4	13.0	4.2
One Dentist, DTA(s), Assistant(s)	12.5	12.5	0	0	12.5	33.3	29.2	5.0
4. LENGTH OF SERVICE								
0 - 6 Months	9.5	0	4.8	9.5	14.3	23.8	38.1	5.2
6 Months - 3 Years	19.2	11.5	9.6	11.5	5.8	30.8	11.5	4.1
Over 3 Years	17.5	7.5	7.5	7.5	20.0	25.0	15.0	4.4

employees' feelings about the amount of positive reinforcement they receive from their supervisor. The composite mean of 4.2 found on Table 30 is indicative of a moderately positive feeling about the statement. The DTAs and the administrative/clerical employees were the least positive about the amount of positive reinforcement received. It would appear from this data and the data for Item 18 that the employees had something less than a positive feeling about the amount of "strokes" they receive from the DENTAC supervisors and other employees.

Item 26. I get enough feedback about my performance to know if I am performing up to my expectations. Item 26 applies to all manner of feedback -- oral/written, positive/negative, formal/informal. The same phenomena existed on this item that existed on the previous two items. The composite mean of 4.4 on Table 31 shows a moderately positive attitude about the amount of feedback the employees receive. The enlisted, DTAs, and administrative/clerical employees remained the least positive while the laboratory technicians were the most positive.

Item 31. My supervisor lets me know when I have turned in a poor performance. Item 31 is designed to describe the feelings of the employees relative the amount of negative reinforcement used by the supervisor. The composite mean of 4.8 on Table 32 was somewhat higher than the mean for the items relating to positive reinforcement and

Table 30 - Item # 22

My supervisor makes a point of letting me know when I have
turned in a superior performance.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	11.5	15.4	19.2	7.7	11.5	15.4	19.2	4.2
Officer	5.9	5.9	5.9	23.5	26.5	17.6	14.7	4.7
Civilian	22.1	13.2	10.3	8.8	13.2	16.2	16.2	3.9
Composite	15.6	11.7	10.9	12.5	16.4	16.4	16.4	4.2
2. ENLISTED AND CIVILIANS								
Dental Assistants	10.6	19.1	10.6	12.8	14.9	8.5	23.4	4.2
Laboratory Technicians	0	10.0	20.0	10.0	20.0	20.0	20.0	4.8
Dental Therapy Assistants	30.8	7.7	15.4	7.7	7.7	23.1	7.7	3.5
Administrative/Clerical	33.3	9.5	14.3	0	9.5	23.8	9.5	3.5
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	13.0	17.4	13.0	4.3	17.4	8.7	26.1	4.3
One Dentist, DTA(s), Assistant(s)	25.0	12.5	8.3	12.5	8.3	20.8	12.5	3.8
4. LENGTH OF SERVICE								
0 - 6 Months	14.3	0	4.8	28.6	14.3	19.0	19.0	4.6
6 Months - 3 Years	19.2	13.5	13.5	9.6	11.5	23.1	9.6	3.9
Over 3 Years	17.5	12.5	7.5	5.0	22.5	15.0	20.0	4.3

Table 31 - Item # 26

I get enough feedback about my performance to know if I am performing up to my expectations.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	19.2	7.7	30.8	15.4	7.7	15.4	3.8	3.7
Officer	2.9	8.8	14.7	11.8	14.7	38.2	8.8	4.8
Civilian	13.2	8.8	8.8	7.4	14.7	26.5	20.6	4.6
Composite	11.7	8.6	14.8	10.2	13.3	27.3	14.1	4.4
2. ENLISTED AND CIVILIANS								
Dental Assistants	6.4	8.5	12.8	10.6	14.9	29.8	17.0	4.8
Laboratory Technicians	0	10.0	20.0	0	20.0	30.0	20.0	5.0
Dental Therapy Assistants	23.1	0	23.1	0	30.8	0	23.1	4.1
Administrative/Clerical	38.1	4.8	14.3	19.0	4.8	9.5	9.5	3.0
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	4.3	8.7	4.3	13.0	21.7	26.1	21.7	5.0
One Dentist, DTA(s), Assistant(s)	12.5	8.3	20.8	4.2	25.0	12.5	16.7	4.3
4. LENGTH OF SERVICE								
0 - 6 Months	14.3	0	14.3	19.0	14.3	14.3	23.8	4.6
6 Months - 3 Years	13.5	5.3	21.2	7.7	11.5	36.5	3.8	4.2
Over 3 Years	10.0	10.0	10.0	10.0	20.0	20.0	20.0	4.6

general feedback. Little variance existed between groups, except in the Enlisted and Civilian Work Group. The same relative rank order as other items existed for this item. The laboratory technicians and the dental assistants were generally positive, with the DTAs and administrative/clerical employees somewhat less positive.

Item 35 (-). I sometimes don't understand what I'm being asked to do. Table 33 lists a composite mean of 2.7. Little variance existed from this generally negative overall response. However, the enlisted and administrative/clerical employees were considerably more positive about not understanding what they are being asked to do.

The general trend seen in the Direct Reinforcers area of the survey was one of the employees being less than totally enthusiastic about the amount of feedback and reinforcement they receive. The enlisted, DTA, and administrative/clerical employees were consistently more negative about the amount of reinforcement received, while the laboratory technicians were generally more positive. A somewhat higher mean for the negative reinforcement item than for the positive reinforcement item may indicate an overreliance on negative reinforcement to change behavior. Skinner and others agree that positive reinforcement is more apt to cause positive behavior to continue but negative reinforcement will not cause negative behavior to be extinguished. A more positive approach to reinforcement is thought to cause learning to occur.⁷ It is felt that a more positive approach to reinforcement may be appropriate for the DENTAC.

Table 32 - Item # 31

My supervisor lets me know when I have turned in a poor performance.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	7.7	0	7.7	30.8	3.8	15.4	34.6	5.1
Officer	2.9	8.8	8.8	23.5	14.7	26.5	14.7	4.8
Civilian	10.3	5.9	8.8	14.7	8.8	33.8	17.6	4.8
Composite	7.8	5.5	8.6	20.3	9.4	28.1	20.3	4.8
2. ENLISTED AND CIVILIANS								
Dental Assistants	6.4	4.3	8.5	19.1	12.8	23.4	25.5	5.0
Laboratory Technicians	0	0	10.0	10.0	10.0	40.0	30.0	5.7
Dental Therapy Assistants	15.4	0	15.4	23.1	0	23.1	23.1	4.5
Administrative/Clerical	19.0	4.8	4.8	19.0	4.8	33.3	14.3	4.4
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	8.7	0	8.7	13.0	17.4	30.4	21.7	5.1
One Dentist, DTA(s), Assistant(s)	8.3	12.5	8.3	20.8	4.2	16.7	29.2	4.7
4. LENGTH OF SERVICE								
0 - 6 Months	9.5	0	19.0	19.0	4.8	33.3	14.3	4.7
6 Months - 3 Years	5.8	13.5	5.8	28.8	5.8	25.0	15.4	4.5
Over 3 Years	10.0	5.0	10.0	17.5	10.0	22.5	25.0	4.8

Table 33 - Item # 35 (-)

I sometimes don't understand what I'm being asked to do.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	23.1	3.8	23.1	26.9	7.7	7.7	7.7	3.5
Officer	38.2	26.5	14.7	11.8	5.9	2.9	0	2.4
Civilian	36.8	16.2	16.2	20.6	5.9	4.4	0	2.6
Composite	34.4	16.4	17.2	19.5	6.3	4.7	1.6	2.7
2. ENLISTED AND CIVILIANS								
Dental Assistants	34.0	17.0	14.9	23.4	2.1	6.4	2.1	2.7
Laboratory Technicians	40.0	20.0	30.0	0	10.0	0	0	2.2
Dental Therapy Assistants	46.2	7.7	15.4	7.7	15.4	7.7	0	2.6
Administrative/Clerical	14.3	4.8	23.8	38.1	9.5	4.8	4.8	3.6
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	39.1	13.0	13.0	26.1	4.3	4.3	0	2.6
One Dentist, DTA(s), Assistant(s)	45.8	8.3	16.7	12.5	4.2	8.3	4.2	2.6
4. LENGTH OF SERVICE								
0 - 6 Months	42.9	9.5	14.3	19.0	9.5	4.8	0	2.6
6 Months - 3 Years	28.8	11.5	25.0	23.1	5.8	1.9	3.8	2.9
Over 3 Years	45.0	12.5	15.0	15.0	2.5	10.0	0	2.5

Supervisor Description

The items in this area are designed to gain an appreciation of the employees' attitudes about their supervisors. It must be pointed out that the employees may have different perceptions when seeing the word 'supervisor'. In most cases, the supervisor for the enlisted and civilian employees in a clinic is the NCOIC. However, the NCOIC, in reality, does not generally supervise the actual job performance of these employees -- the dentist does. Therefore, any conclusions drawn from the data for this area must consider this definitional problem.

Item 8. I have excellent communication with my supervisor. The composite mean of 5.4 listed on Table 34 is a positive response to this statement. Little variance existed between the General Employee groups. The laboratory technicians' mean of 6.7 was one of the most positive responses for the entire survey. The DTAs were the least positive group with a mean of 4.4. The DTAs' communication with their supervisors may be affected by their longevity in the organization. It is quite possible that the employees that are more senior in service will find it difficult to communicate with the NCOIC or dentist than will those employees who have been assigned to the DENTAC for a relative short time. Also the age of the DTAs may make it more difficult for them to communicate with their supervisors, who are most often younger than they are. The mean for the employees working in the team setting reflected the low DTA response data.

Table 34 - Item # 8

I have excellent communication with my supervisor.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	7.7	0	3.8	15.4	15.4	19.2	38.5	5.4
Officer	5.9	2.9	5.9	2.9	11.8	35.3	35.3	5.6
Civilian	4.4	8.8	8.8	7.4	11.8	22.1	36.8	5.3
Composite	5.5	5.5	7.0	7.8	12.5	25.0	36.7	5.4
2. ENLISTED AND CIVILIANS								
Dental Assistants	8.5	4.3	6.4	8.5	12.8	17.0	42.6	5.3
Laboratory Technicians	0	0	0	0	0	30.0	70.0	6.7
Dental Therapy Assistants	7.7	15.4	7.7	15.4	23.1	15.4	15.4	4.4
Administrative/Clerical	0	4.8	14.3	14.3	9.5	28.6	28.6	5.3
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	8.7	4.3	4.3	4.3	8.7	17.4	52.2	5.6
One Dentist, DTA(s), Assistant(s)	8.3	12.5	8.3	12.5	20.8	12.5	25.0	4.6
4. LENGTH OF SERVICE								
0 - 6 Months	0	0	9.5	14.3	9.5	33.3	33.3	5.7
6 Months - 3 Years	13.5	3.8	5.8	9.6	15.4	21.2	30.8	5.0
Over 3 Years	2.5	12.5	7.5	5.0	15.0	17.5	40.0	5.3

Item 10. My supervisor does an excellent job of keeping us informed about matters which directly affect us. The composite mean of 5.0 on Table 35 was indicative of a positive attitude about the amount of downward communication that existed in the work environment. Little variance existed between the employee groups in the General Group. The employees who had worked less than six months were again found to be the most positive about their jobs. The DTAs were the least positive group. The low DTA response was again reflected in the mean of the employees working in the team setting.

Item 16 (-). It is impossible to get to see my supervisor when I need to. The data for Item 16 is found on Table 36. The composite mean of 2.4 is evidence of a positive employee feeling about the accessibility or approachability of the supervisor. The enlisted mean of 3.1 indicated a slightly more positive response, while the 1.8 mean for the officers indicated a more negative response to this negatively-phrased question. The laboratory technicians and the administrative/clerical employees were on the opposite ends of the range of responses for the Enlisted and Civilian Work Group.

Item 17. My supervisor makes sure that our work group has good communication. The composite mean of 4.4 on Table 37 indicates a moderately positive attitude about the effort of the supervisors to make sure that the work groups have good communication. The officers and enlisted again appeared to be at odds on this statement. But, it

Table 35 - Item # 10

My supervisor does an excellent job of keeping us informed about matters which directly affect us.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	7.7	3.8	3.8	15.4	23.1	23.1	23.1	5.0
Officer	2.9	5.9	11.8	17.6	5.9	26.5	29.4	5.1
Civilian	11.8	7.4	5.9	11.8	14.7	20.6	27.9	4.8
Composite	8.6	6.3	7.0	14.1	14.1	22.7	27.3	5.0
2. ENLISTED AND CIVILIANS								
Dental Assistants	10.6	8.5	8.5	14.9	10.6	21.3	25.5	4.7
Laboratory Technicians	0	0	0	0	30.0	10.0	60.0	4.9
Dental Therapy Assistants	23.1	0	7.7	15.4	7.7	23.1	23.1	4.5
Administrative/Clerical	9.5	0	9.5	9.5	33.3	23.8	14.3	4.9
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	13.0	4.3	4.3	13.0	4.3	30.4	30.4	5.0
One Dentist, DTA(s), Assistant(s)	16.7	8.3	12.5	12.5	8.3	20.8	20.8	4.3
4. LENGTH OF SERVICE								
0 - 6 Months	0	4.8	9.5	14.3	23.8	14.3	33.3	5.3
6 Months - 3 Years	13.5	3.8	15.4	9.6	13.5	25.0	19.2	4.6
Over 3 Years	15.0	7.5	7.5	10.0	15.0	17.5	27.5	4.7

Table 36 - Item # 16 (-)

It is almost impossible to get to see my supervisor when I need to.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	23.1	23.1	19.2	15.4	3.8	7.7	7.7	3.1
Officer	50.0	38.2	2.9	5.9	0	0	2.9	1.8
Civilian	48.5	14.7	11.8	10.3	8.8	1.5	4.4	2.4
Composite	43.8	22.7	10.9	10.2	5.5	2.3	4.7	2.4
2. ENLISTED AND CIVILIANS								
Dental Assistants	46.8	10.6	17.0	10.6	6.4	2.1	6.4	2.5
Laboratory Technicians	50.0	30.0	10.0	10.0	0	0	0	1.8
Dental Therapy Assistants	38.5	23.1	7.7	15.4	15.4	0	0	2.5
Administrative/Clerical	33.3	23.8	9.5	9.5	9.5	4.8	9.5	2.9
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	60.9	8.7	13.0	4.3	8.7	0	4.3	2.1
One Dentist, DTA(s), Assistant(s)	33.3	16.7	16.7	12.5	12.5	4.2	4.2	2.8
4. LENGTH OF SERVICE								
0 - 6 Months	52.4	19.0	14.3	4.8	4.8	0	4.8	2.1
6 Months - 3 Years	38.5	26.9	15.4	9.6	3.8	1.9	3.8	2.3
Over 3 Years	42.5	20.0	12.5	12.5	7.5	0	5.0	2.4

must be understood that the enlisted and officer employees are responding to two different definitions of supervisor. The officers generally think of supervisor as the clinic chief, and the enlisted employees think of supervisor as the NCOIC or dentist. The Martin and Vaden phenomenon is present in the data of the Length of Service groups. The employees working in the DENTAC six months or less were considerably more positive about the statement. The DTAs, dental assistants, and administrative/clerical employees were consistent in their negativity on this item. However, the dental assistants who work in the traditional one dentist, one assistant work setting were more positive than the dental assistants in general.

Item 19. Our supervisor sees to it that our work group's activities are sensibly organized. The composite mean of 4.5 shown on Table 38 is a moderately positive response to the statement. The results for Item 19 tended to mirror the results for Item 17. The officers were the most positive about the effort of the supervisor to organize the work group's activities. The employees working six months or less were again the most positive about the supervisor. The amount of variance between that group and the other Length of Service groups increased. The laboratory technicians and the DTAs continued to have opposite opinions about the DENTAC supervisors.

Item 41. My supervisor does everything reasonable to improve our working conditions. The composite mean for Item 41, 4.8, indicates a

Table 37 - Item # 17

My supervisor makes sure that our work group has good communication.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	7.7	15.4	15.4	19.2	19.2	19.2	3.8	3.8
Officer	2.9	2.9	14.7	14.7	11.8	35.3	17.6	5.1
Civilian	10.3	16.2	8.8	20.6	8.8	17.6	17.6	4.3
Composite	7.8	12.5	11.7	18.8	11.7	22.7	14.8	4.4
2. ENLISTED AND CIVILIANS								
Dental Assistants	10.6	17.0	12.8	17.0	10.6	17.0	14.9	4.1
Laboratory Technicians	0	0	0	20.0	10.0	30.0	40.0	5.9
Dental Therapy Assistants	23.1	23.1	15.4	7.7	15.4	15.4	0	3.2
Administrative/Clerical	4.8	14.3	14.3	28.6	14.3	19.0	4.8	4.1
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	13.0	8.7	4.3	17.4	8.7	26.1	21.7	4.7
One Dentist, DTA(s), Assistant(s)	16.7	33.3	16.7	8.3	12.5	8.3	4.2	3.1
4. LENGTH OF SERVICE								
0 - 6 Months	0	9.5	0	33.3	14.3	19.0	23.8	5.0
6 Months - 3 Years	15.4	9.6	21.2	19.2	13.5	11.5	9.6	3.8
Over 3 Years	12.5	12.5	17.5	15.0	10.0	20.0	12.5	4.1

Table 38 - Item # 19

Our supervisor sees to it that our work group's activities are sensibly organized.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							MEAN
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	15.4	3.8	3.8	15.4	19.2	30.8	11.5	4.6
Officer	2.9	2.9	2.9	17.6	23.5	26.5	23.5	5.3
Civilian	11.8	13.2	17.6	14.7	13.2	13.2	13.2	4.1
Composite	10.2	8.6	10.9	15.6	17.2	20.3	17.2	4.5
2. ENLISTED AND CIVILIANS								
Dental Assistants	8.5	14.9	14.9	14.9	10.6	23.4	12.8	4.3
Laboratory Technicians	0	0	0	0	30	20	50.0	6.2
Dental Therapy Assistants	23.1	7.7	23.1	7.7	15.4	7.7	15.4	3.5
Administrative/Clerical	19.0	4.8	9.5	23.8	19.0	19.0	4.8	4.0
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	8.7	4.3	26.1	13.0	8.7	26.1	13.0	4.4
One Dentist, DTA(s), Assistant(s)	16.7	29.2	12.5	8.3	8.3	16.7	8.3	3.5
4. LENGTH OF SERVICE								
0 - 6 Months	0	4.8	4.8	19.0	23.8	14.3	33.3	5.4
6 Months - 3 Years	19.2	9.6	15.4	15.4	3.8	30.8	5.8	3.9
Over 3 Years	15.0	10.0	10.0	17.5	15.0	15.0	17.5	4.2

moderately positive feeling about the statement. The general trends established earlier in this area of the survey remain unchanged, as shown by the data on Table 39. Of interest, however, is the fact that the variances between groups were generally smaller than for previous items in this area. An exception to smaller variances was seen in the therapists and assistants group. This group's increased variance was caused by a greater relative increase in the mean for the employees in the traditional setting than for those employees in the team work setting.

Item 51. My supervisor puts the right people on the right job.

The composite mean of 4.3 for this item is somewhat less positive than the means for the other items in the Supervisor Description area of the survey. The rest of the data shown on Table 40 shows a drop in the means for all work groups. The most striking drop in any one group was with those employees working in the one dentist, one assistant work group. This group was still more positive than those employees working in the team setting but both groups' means were in the neutral/unsure range -- indicating more consensus than on other statements.

An analysis of the survey data for the Supervisor Description area of the survey indicates that there was an apparent consensus among the groups that the communication between the supervisor and the individual employee is good. However, statements relative supervisor interaction with the work group were rated considerably less positive than

Table 39 - Item # 41

My supervisor does everything reasonable to improve our working conditions.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	15.4	7.7	3.8	19.2	11.5	26.9	15.4	4.5
Officer	0	5.9	2.9	20.6	11.8	35.3	23.5	5.4
Civilian	11.8	7.4	14.7	8.8	16.2	19.1	22.1	4.6
Composite	9.4	7.0	9.4	14.1	14.1	25.0	21.1	4.8
2. ENLISTED AND CIVILIANS								
Dental Assistants	12.8	4.3	8.5	14.9	17.0	21.3	21.3	4.7
Laboratory Technicians	0	10.0	0	0	20.0	30.0	40.0	5.8
Dental Therapy Assistants	15.4	7.7	38.5	7.7	7.7	15.4	7.7	3.6
Administrative/Clerical	19.0	4.8	9.5	9.5	14.3	28.6	14.3	4.4
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	8.7	4.3	8.7	13.0	13.0	26.1	26.1	5.0
One Dentist, DTA(s), Assistant(s)	20.8	12.5	20.8	4.2	16.7	12.5	12.5	3.7
4. LENGTH OF SERVICE								
0 - 6 Months	4.8	0	4.8	19.0	19.0	23.8	28.6	5.3
6 Months - 3 Years	21.2	9.6	3.8	15.4	9.6	25.0	15.4	4.2
Over 3 Years	7.5	7.5	25.0	5.0	20.0	17.5	17.5	4.5

those for the individual employee. The laboratory technicians were the most positive on all questions and the DTAs were generally the least positive of all the groups. Further, the DTAs and dental assistants functioning in the traditional work setting were consistently more positive than those in the team setting.

Productivity Expectations

With increases in health care expenditures at all levels, managers of health care services must look at factors that affect costs. Productivity is one such factor. The expectations of the employees about their productivity are a key ingredient in the productivity of a work group. This area of the survey was designed to determine the productivity expectations of the DENTAC employees.

Item 7. All things considered, things in the DENTAC are improving. The composite mean of 4.4 shown on Table 41 is moderately positive. Remarkably little variance existed between the employee groups on this statement. The only employees whose mean varied significantly from the composite mean are the employees who have worked for the DENTAC between six months and three years.

Item 24. This year I predict our work group will be seen as one of the best producers around. The positive attitude that the employees had about this statement is evidenced by a composite mean of 4.9. The remaining data on Table 42 shows a strongly positive response from the

Table 40 - Item # 51

My supervisor puts the right people on the right job.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	15.4	7.7	3.8	30.8	7.7	30.8	3.8	4.2
Officer	0	2.9	5.9	32.4	14.7	26.5	17.6	5.1
Civilian	11.8	10.3	19.1	20.6	16.2	16.2	5.9	3.9
Composite	9.4	7.8	12.5	25.8	14.1	21.9	8.6	4.3
2. ENLISTED AND CIVILIANS								
Dental Assistants	12.8	12.8	14.9	23.4	12.8	19.1	4.3	3.9
Laboratory Technicians	0	0	10.0	20.0	30.0	30.0	10.0	5.1
Dental Therapy Assistants	15.4	15.4	23.1	30.8	15.4	0	0	3.2
Administrative/Clerical	19.0	0	9.5	19.0	14.3	33.3	4.8	4.3
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	21.7	4.3	13.0	13.0	21.7	21.7	4.3	3.9
One Dentist, DTA(s), Assistant(s)	12.5	16.7	20.8	29.2	8.3	12.5	0	3.4
4. LENGTH OF SERVICE								
0 - 6 Months	0	0	19.0	28.6	4.8	28.6	19.0	5.0
6 Months - 3 Years	17.3	13.5	1.9	30.8	9.6	19.2	7.7	3.9
Over 3 Years	12.5	7.5	22.5	25.0	20.0	7.5	5.0	3.8

Table 41 - Item # 7

All things considered, things in the DENTAC are improving.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							MEAN
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	3.8	11.5	19.2	19.2	19.2	23.1	3.8	4.2
Officer	11.8	0	8.8	35.3	23.5	11.8	8.8	4.3
Civilian	2.9	5.9	22.1	29.4	10.3	13.2	16.2	4.4
Composite	5.5	5.5	18.0	28.9	15.6	14.8	11.7	4.4
2. ENLISTED AND CIVILIANS								
Dental Assistants	0	8.5	25.5	25.5	14.9	10.6	14.9	4.4
Laboratory Technicians	0	10.0	20.0	20.0	20.0	20.0	10.0	4.5
Dental Therapy Assistants	7.7	7.7	15.4	23.1	7.7	23.1	15.4	4.5
Administrative/Clerical	9.5	4.8	14.3	28.6	14.3	23.8	4.8	4.2
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	0	8.7	21.7	30.4	13.0	13.0	13.0	4.4
One Dentist, DTA(s), Assistant(s)	4.2	8.3	25.0	20.8	12.5	12.5	16.7	4.3
4. LENGTH OF SERVICE								
0 - 6 Months	0	4.8	14.3	33.3	19.0	14.3	14.3	4.7
6 Months - 3 Years	15.4	9.6	19.2	15.4	23.1	13.5	3.8	3.8
Over 3 Years	2.5	7.5	20.0	30.0	10.0	15.0	15.0	4.4

DTAs and laboratory technicians. The administrative/clerical employees were the least positive about the production of their work group during the coming year. Due to the high mean of the DTAs, the employees in the tea . work setting had a mean of 5.5.

Item 33. All things considered, our work group's performance will probably be better this year than it was last year. Table 43 indicates a mean for this item of 5.1. Little variance existed between the General groups on this statement. The administrative/clerical employees were the least positive about the future performance of their work group.

Item 47. My work group is one of the best producers in the DENTAC. The composite mean of 5.4 shown on Table 44 is indicative of an overall strong, positive feeling about the employees' work group. No significant variance in work group means existed, except that the administrative/clerical employees were much less sure that their work group was one of the best producers in the DENTAC.

After an analysis of the data for the Productivity Expectations area of the survey it is evident that the employees generally have high expectations about future productivity in the DENTAC. Further, the employee esprit de corps is apparent in the responses to Item 47. Ironically, even though the employees seem to have high productivity expectations, they were only mildly positive about whether or not things are improving in the DENTAC. The administrative/clerical

Table 42 - Item # 24

This year I predict our work group will be seen as one of the best producers around.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							<u>MEAN</u>
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	7.7	0	19.2	34.6	7.7	11.5	19.2	4.5
Officer	0	2.9	2.9	47.1	5.9	23.5	17.6	5.0
Civilian	5.9	4.4	4.4	26.5	14.7	10.3	33.8	5.1
Composite	4.7	3.1	7.0	33.6	10.9	14.1	26.6	4.9
2. ENLISTED AND CIVILIANS								
Dental Assistants	4.3	4.3	6.4	38.3	10.6	6.4	29.8	4.9
Laboratory Technicians	0	0	10.0	20.0	10.0	30.0	30.0	5.5
Dental Therapy Assistants	0	0	7.7	15.4	15.4	7.7	53.8	5.8
Administrative/Clerical	19.0	4.8	9.5	23.8	19.0	9.5	14.3	4.1
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	4.3	0	8.7	34.8	17.4	4.3	30.4	5.0
One Dentist, DTA(s), Assistant(s)	0	8.3	4.2	20.8	8.3	12.5	45.8	5.5
4. LENGTH OF SERVICE								
0 - 6 Months	0	0	9.5	47.6	9.5	19.0	14.3	4.8
6 Months - 3 Years	5.8	7.7	5.8	40.3	3.8	17.3	19.2	4.6
Over 3 Years	5.0	5.0	7.5	20.0	15.0	10.0	37.5	5.2

Table 43 - Item # 33

All things considered, our work group's performance will probably be better this year than it was last year.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	7.7	0	3.8	42.3	3.8	19.2	23.1	4.8
Officer	0	0	0	41.2	14.7	20.6	23.5	5.3
Civilian	2.9	1.5	5.9	27.9	14.7	27.9	19.1	5.1
Composite	3.1	0.8	3.9	34.4	12.5	24.2	21.1	5.1
2. ENLISTED AND CIVILIANS								
Dental Assistants	4.3	2.1	4.3	29.8	10.6	29.8	19.1	5.0
Laboratory Technicians	0	0	0	30.0	30.0	10.0	30.0	5.4
Dental Therapy Assistants	0	0	0	30.8	23.1	15.4	30.8	5.5
Administrative/Clerical	9.5	0	14.3	33.3	4.8	28.6	9.5	4.5
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	4.3	0	4.3	34.8	13.0	34.8	8.7	4.9
One Dentist, DTA(s), Assistant(s)	4.2	4.2	4.2	25.0	12.5	20.8	29.2	5.2
4. LENGTH OF SERVICE								
0 - 6 Months	0	0	0	52.4	9.5	28.6	9.5	5.0
6 Months - 3 Years	5.8	1.9	5.8	38.5	13.5	19.2	15.4	4.7
Over 3 Years	2.5	0	5.0	22.5	15.0	32.5	22.5	5.4

employees were consistently less positive about the future than the other employees in the DENTAC.

Clinic Communication

The items in this area of the survey were designed to determine the employees' attitudes about the communication in their clinic. The items have been developed to gather data about the upward, downward, and horizontal communication pathways in each clinic.

Item 2. Information is widely shared among work groups so that those who make decisions have access to all available know-how. The moderately positive composite mean of 4.4 for this item is found on Table 45. The officers' mean of 5.0 indicates that they were more positive about the amount of information sharing taking place in the clinics than the other two groups. The laboratory technicians were the most positive and the DTAs were the least positive of the enlisted and civilian groups. The DTAs' mean of 3.2 was, in fact, in the low neutral/unsure area. Those employees working in the traditional job setting were more positive than those employees working in the team setting. Of note, even though little variance existed between groups, it appears that the longer an employee works in the DENTAC, the less positive he/she will be about the sharing of information among work groups.

Item 29. The top managers around here make it a point to get out of their office and find out what is going on. The composite mean of

Table 44 - Item # 47

My work group is one of the best producers in the DENTAC.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							<u>MEAN</u>
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	7.7	0	0	46.2	3.8	11.5	30.8	5.0
Officer	0	0	2.9	32.4	11.8	23.5	29.4	5.4
Civilian	2.9	0	1.5	22.1	19.1	26.5	27.9	5.5
Composite	3.1	0	1.6	29.7	14.1	22.7	28.9	5.4
2. ENLISTED AND CIVILIANS								
Dental Assistants	2.1	0	2.1	27.7	21.3	19.1	27.7	5.3
Laboratory Technicians	0	0	0	20.0	10.0	40.0	30.0	5.8
Dental Therapy Assistants	0	0	0	23.1	15.4	23.1	38.5	5.8
Administrative/Clerical	14.3	0	0	38.1	9.5	19.0	19.0	4.6
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	4.3	0	0	21.7	30.4	26.1	17.4	5.2
One Dentist, DTA(s), Assistant(s)	0	0	4.2	20.8	8.3	20.8	45.8	5.8
4. LENGTH OF SERVICE								
0 - 6 Months	0	0	0	33.3	19.0	23.8	23.8	5.4
6 Months - 3 Years	5.8	0	0	38.5	17.3	15.4	23.1	5.0
Over 3 Years	2.5	0	2.5	17.5	15.0	32.5	30.0	5.6

Table 45 - Item # 2

Information is widely shared among work groups so that those who make decisions have access to all available knowhow.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							MEAN
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	7.7	3.8	19.2	26.9	26.9	7.7	7.7	4.2
Officer	0	5.9	11.8	17.6	17.6	35.3	11.8	5.0
Civilian	11.8	13.2	11.8	14.7	23.5	13.2	11.8	4.3
Composite	7.8	9.4	13.3	18.0	22.7	18.0	10.9	4.4
2. ENLISTED AND CIVILIANS								
Dental Assistants	6.4	12.8	10.6	23.4	23.4	12.8	10.6	4.3
Laboratory Technicians	0	0	10.0	20.0	30.0	20.0	20.0	5.2
Dental Therapy Assistants	30.8	15.4	15.4	15.4	7.7	0	15.4	3.2
Administrative/Clerical	14.3	4.8	14.3	14.3	38.1	14.3	0	4.0
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	13.0	13.0	13.0	0	30.4	17.4	13.0	4.3
One Dentist, DTA(s), Assistant(s)	12.5	16.7	20.8	16.7	16.7	4.2	12.5	3.7
4. LENGTH OF SERVICE								
0 - 6 Months	0	4.8	14.3	33.3	19.0	19.0	9.5	4.6
6 Months - 3 Years	5.8	11.5	17.3	17.3	28.8	9.6	9.6	4.2
Over 3 Years	17.5	10.0	15.0	12.5	20.0	12.5	12.5	4.0

4.2 found on Table 46 indicates a moderately positive position on this statement. No significant variance existed except the officers were seen to be generally more positive than the other groups.

Item 30. The people around here believe in and practice "open" communication. This statement, referring to the free flow of information in the clinic, had a composite mean of 4.2. The remaining data for Item 30 on Table 47 shows a relative consistent attitude on the statement. The officers and laboratory technicians were the most positive about the degree of "open" communication in the clinics. The least positive groups, the DTAs and the administrative/clerical employees, fell in the neutral/unsure range.

Item 39. We have all the opportunity we need to ask questions and secure information. The composite mean of 4.8 found on Table 48 indicates a slightly more positive feeling about this statement than the other items in this area of the survey. The composite mean was skewed considerably toward the civilian mean of 4.5. The laboratory technicians were again the most positive of all groups. Those employees working in the traditional work setting were more positive about the degree of upward communication that existed than were those employees who worked in the team setting. The employees who had worked for the DENTAC six months or less were the most positive Length of Service group but each of the other two groups was progressively more negative.

Table 46 - Item # 29

The top managers around here make it a point to get out of their offices
and find out what is going on.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	19.2	3.8	7.7	26.9	7.7	19.2	15.4	4.2
Officer	8.8	8.8	8.8	17.6	11.8	20.6	23.5	4.7
Civilian	20.6	11.8	13.2	14.7	7.4	19.1	13.2	3.9
Composite	17.2	9.4	10.9	18.0	8.6	19.5	16.4	4.2
2. ENLISTED AND CIVILIANS								
Dental Assistants	17.0	12.8	10.6	21.3	6.4	14.9	17.0	4.0
Laboratory Technicians	10.0	10.0	10.0	20.0	10.0	30.0	10.0	4.4
Dental Therapy Assistants	15.4	7.7	30.8	0	23.1	7.7	15.4	3.9
Administrative/Clerical	28.6	4.8	4.8	19.0	4.8	28.6	9.5	3.9
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	13.0	8.7	13.0	21.7	4.3	21.7	17.4	4.3
One Dentist, DTA(s), Assistant(s)	25.0	4.2	20.8	12.5	16.7	0	20.8	3.8
4. LENGTH OF SERVICE								
0 - 6 Months	9.5	4.8	14.3	23.8	9.5	23.8	14.3	4.5
6 Months - 3 Years	26.9	9.6	7.7	15.4	11.5	13.5	15.4	3.8
Over 3 Years	17.5	10.0	17.5	15.0	12.5	7.5	20.0	4.0

Table 47 - Item # 30

The people around here believe in and practice "open" communication.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	15.4	3.8	15.4	26.9	7.7	15.4	15.4	4.2
Officer	2.9	2.9	14.7	17.6	17.6	29.4	14.7	4.9
Civilian	13.2	16.2	11.8	19.1	16.2	13.2	10.3	3.8
Composite	10.9	10.2	13.3	20.3	14.8	18.0	12.5	4.2
2. ENLISTED AND CIVILIANS								
Dental Assistants	8.5	17.0	10.6	23.4	17.0	12.8	10.6	4.0
Laboratory Technicians	0	0	10.0	20.0	20.0	30.0	20.0	5.3
Dental Therapy Assistants	15.4	15.4	15.4	15.4	15.4	15.4	7.7	3.5
Administrative/Clerical	23.8	4.8	19.0	23.8	4.8	9.5	14.3	3.7
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	8.7	17.4	17.4	17.4	21.7	4.3	13.0	3.9
One Dentist, DTA(s), Assistant(s)	16.7	16.7	12.5	20.8	4.2	16.7	12.5	3.8
4. LENGTH OF SERVICE								
0 - 6 Months	4.8	4.8	4.8	33.3	19.0	19.0	14.3	4.6
6 Months - 3 Years	11.5	9.6	21.2	26.9	7.7	13.5	9.6	3.9
Over 3 Years	12.5	17.5	12.5	17.5	17.5	10.0	12.5	3.9

Table 48 - Item # 39

We have all the opportunity we need to ask questions and secure information.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	7.7	0	7.7	19.2	11.5	34.9	19.2	5.1
Officer	0	5.9	5.9	20.6	17.6	32.4	17.6	5.2
Civilian	8.8	10.3	16.2	13.2	13.2	19.1	19.1	4.5
Composite	6.3	7.0	11.7	16.4	14.1	25.8	18.8	4.8
2. ENLISTED AND CIVILIANS								
Dental Assistants	6.4	6.4	12.8	21.3	6.4	25.5	21.3	4.8
Laboratory Technicians	0	0	0	10.0	20.0	40.0	30.0	5.9
Dental Therapy Assistants	15.4	7.7	15.4	7.7	23.1	30.8	0	4.1
Administrative/Clerical	9.5	9.5	19.0	14.3	19.0	9.5	19.0	4.3
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	4.3	0	13.0	26.1	8.7	26.1	21.7	5.0
One Dentist, DTA(s), Assistant(s)	16.7	20.8	12.5	4.2	8.3	29.2	8.3	3.9
4. LENGTH OF SERVICE								
0 - 6 Months	0	0	0	28.6	14.3	28.6	28.6	5.6
6 Months - 3 Years	5.8	3.8	19.2	13.5	13.5	28.8	15.4	4.7
Over 3 Years	10.0	12.5	22.5	12.5	12.5	17.5	12.5	4.1

Item 44. When changes are introduced, the explanations are clear and complete. Table 49 contains the data for Item 44. The composite mean of 4.5 was a moderately positive response to the statement. The Martin and Vaden phenomenon was present in the Length of Service data. The rank-order trend previously described was present in the Enlisted and Civilian data.

An analysis of the Clinic Communication data indicates an overall moderately positive response to the statements. However, it would appear that certain employee groups (e.g., the civilians, the DTAs, the administrative/clerical employees, and those employees in the team work setting) are not very positive about the amount of communication that exists in the DENTAC.

DENTAC Communication

This area of the survey was organized as an effort to gauge the perceptions of the employees about the efficacy, appropriateness, effort, and usefulness of the downward communications from the DENTAC Headquarters.

Item 9. I am satisfied with the DENTAC's effort to inform us of significant changes in policy or action. The composite mean of 4.3 for this item indicates a moderately positive overall feeling about the DENTAC's efforts. The data on Table 50 shows little variance between work groups. The exception was the laboratory technicians, with a mean of 5.3. This strong, positive mean was significantly higher than the mean for any other group.

Table 49 - Item # 44

When changes are introduced, the explanations are clear and complete.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	19.2	0	15.4	26.9	7.7	23.1	7.7	4.0
Officer	2.9	11.8	11.8	8.8	26.5	29.4	8.8	4.6
Civilian	8.8	8.8	10.3	17.6	17.6	20.6	16.2	4.5
Composite	9.4	7.8	11.7	17.2	18.0	23.4	12.5	4.5
2. ENLISTED AND CIVILIANS								
Dental Assistants	14.9	10.6	6.4	19.1	12.8	21.3	14.9	5.3
Laboratory Technicians	10.0	0	0	10.0	10.0	50.0	20.0	5.4
Dental Therapy Assistants	7.7	7.7	15.4	23.1	7.7	23.1	15.4	4.5
Administrative/Clerical	9.5	0	23.8	23.8	28.6	9.5	4.8	4.1
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	8.7	8.7	8.7	17.4	13.0	26.1	17.4	4.7
One Dentist, DTA(s), Assistant(s)	12.5	16.7	4.2	20.8	8.3	20.8	16.7	4.3
4. LENGTH OF SERVICE								
0 - 6 Months	0	0	19.0	19.0	28.6	23.8	9.5	4.9
6 Months - 3 Years	13.5	11.5	19.2	11.5	23.1	13.5	7.7	3.9
Over 3 Years	12.5	7.5	7.5	20.0	12.5	22.5	17.5	4.5

Table 50 - Item # 9

I am satisfied with the DENTAC's effort to inform us of
significant changes in policy or action.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							<u>MEAN</u>
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	7.7	7.7	19.2	26.9	15.4	19.2	3.8	4.1
Officer	8.8	0	29.4	11.8	23.5	20.6	5.9	4.3
Civilian	13.2	2.9	19.1	17.6	13.2	17.6	16.2	4.3
Composite	10.9	3.1	21.9	18.0	16.4	18.8	10.9	4.3
2. ENLISTED AND CIVILIANS								
Dental Assistants	12.8	2.1	23.4	23.4	4.3	17.0	17.0	4.2
Laboratory Technicians	0	0	0	20.0	40.0	30.0	10.0	5.3
Dental Therapy Assistants	15.4	7.7	23.1	15.4	7.7	15.4	15.4	4.0
Administrative/Clerical	9.5	4.8	19.0	19.0	28.6	14.3	4.8	4.1
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	13.0	0	17.4	21.7	8.7	21.7	17.4	4.5
One Dentist, DTA(s), Assistant(s)	8.3	8.3	37.5	8.3	4.2	12.5	20.8	4.1
4. LENGTH OF SERVICE								
0 - 6 Months	4.8	0	23.8	23.8	14.3	19.0	14.3	4.6
6 Months - 3 Years	15.4	3.8	19.2	21.2	15.4	13.5	11.5	4.0
Over 3 Years	12.5	5.0	27.5	10.0	12.5	20.0	12.5	4.2

AD-A195 957

A SURVEY OF WORK-RELATED ATTITUDES AMONG THE EMPLOYEE
GROUPS OF THE UNITED STATES ACADEMY OF HEALTH SCIENCES
(ARMY) FORT SAM HOUSTON TX HEALTH C. K R STINSON

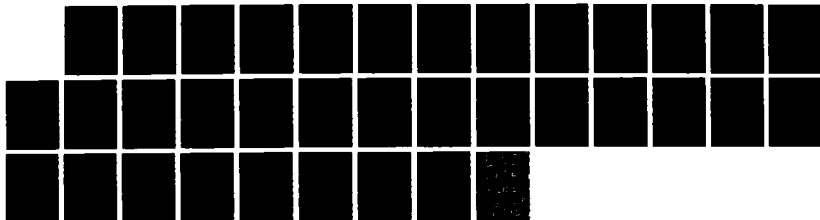
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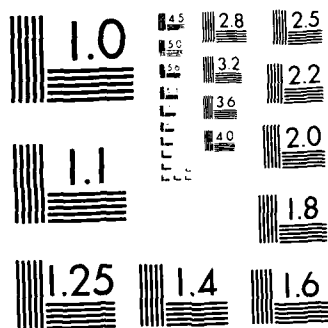
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NATIONAL BUREAU OF STANDARDS 1963-A

Item 13. I feel well informed about the status of the facility/ equipment changes (new additions, new equipment, new supplies) which affect me. The composite mean of 4.7 found on Table 51 indicates a positive response to this statement. Those employees working in the DENTAC six months or less were more positive than the other Length of Service groups. However, the Martin and Vaden phenomenon was seen in the data for these groups. No other significant variance existed.

Item 25. Communications from the DENTAC Headquarters are usually straightforward and honest. A composite mean of 4.5 for this item indicates a positive overall response. The remaining data on Table 52 indicates that the enlisted employees were considerably less positive about the statement than the officers or civilian employees. The laboratory technicians were the most positive of the Enlisted and Civilian group and the administrative/clerical employees were the least positive. The DTAs were quite positive about the honesty of the DENTAC communications.

Item 40 (-). On important issues the DENTAC Headquarters gives me only that part of the story which makes the DENTAC look good. The composite mean of 3.8 on Table 53 is evidence of a neutral or unsure feeling about the statement. The enlisted and civilian employees appeared to be the most positive about this negatively-phrased statement. The employees working in the DENTAC six months or less were the most negative with a mean of 3.0. The DTAs were the most negative

Table 51 - Item # 13

I feel well informed about the status of the facility/equipment changes (new additions, new equipment, new supplies) which affect me.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							<u>MEAN</u>
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	7.7	0	19.2	19.2	11.5	26.9	15.4	4.7
Officer	2.9	2.9	5.9	23.5	35.3	11.8	17.6	4.9
Civilian	7.4	14.7	5.9	14.7	19.1	17.6	20.6	4.6
Composite	6.3	8.6	8.6	18.0	21.9	18.0	18.8	4.7
2. ENLISTED AND CIVILIANS								
Dental Assistants	8.5	6.4	10.6	17.0	21.3	23.4	12.8	4.6
Laboratory Technicians	10.0	0	10.0	30.0	10.0	30.0	10.0	4.6
Dental Therapy Assistants	0	30.8	0	0	30.8	7.7	30.8	4.8
Administrative/Clerical	14.3	9.5	9.5	14.3	4.8	23.8	23.8	4.5
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	8.7	8.7	4.3	17.4	26.1	17.4	17.4	4.7
One Dentist, DTA(s), Assistant(s)	4.2	20.8	8.3	12.5	25.0	12.5	16.7	4.4
4. LENGTH OF SERVICE								
0 - 6 Months	0	0	4.8	23.8	14.3	23.8	33.3	5.6
6 Months - 3 Years	9.6	9.6	13.5	17.3	21.2	19.2	9.6	4.3
Over 3 Years	10.0	12.5	2.5	10.0	25.0	20.0	20.0	4.7

Table 52 - Item # 25

Communications from the DENTAC Headquarters are usually straight forward and honest.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							<u>MEAN</u>
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	15.4	7.7	11.5	30.8	11.5	15.4	7.7	3.9
Officer	11.8	0	5.9	32.4	11.8	23.5	14.7	4.6
Civilian	7.4	2.9	10.3	23.5	25.0	19.1	11.8	4.6
Composite	10.2	3.1	9.4	27.3	18.8	19.5	11.7	4.5
2. ENLISTED AND CIVILIANS								
Dental Assistants	6.4	2.1	17.0	27.7	27.7	17.0	2.1	4.3
Laboratory Technicians	0	0	10.0	20.0	30.0	10.0	30.0	5.3
Dental Therapy Assistants	0	7.7	0	30.8	23.1	15.4	23.1	5.1
Administrative/Clerical	23.8	4.8	9.5	23.8	14.3	14.3	9.5	3.8
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	4.3	4.3	17.4	21.7	30.4	17.4	4.3	4.4
One Dentist, DTA(s), Assistant(s)	0	8.3	8.3	33.3	20.8	16.7	12.5	4.5
4. LENGTH OF SERVICE								
0 - 6 Months	9.5	0	4.8	28.6	23.8	23.8	9.5	4.7
6 Months - 3 Years	9.6	1.9	11.5	32.7	11.5	23.1	9.6	4.4
Over 3 Years	7.5	5.0	10.0	20.0	30.0	15.0	12.5	46

group of the Enlisted and Civilian groups. None of the groups' means were low enough to be considered negative.

Item 46 (-). The grapevine is my principal source of information about what's going on in the DENTAC. The positive composite mean of 4.6 for this statement is found on Table 54. The officers were again the least positive group, while the enlisted and civilian employees were the most positive. It appeared that the longer the employees were in the DENTAC, the more sure they were that the grapevine was their principal source of information. This response may be predicated on the fact that informal groups tend to develop their own communication networks that become stronger the longer the employees remain in the organization. This informal communication network is not necessarily a bad thing. However, an informal communication network does become bad when the communication is distorted as it travels along the grapevine and the message received is something other than that sent.

Item 48. Higher management in the DENTAC is well informed about the major problems facing us on the job. The composite mean of 3.9 for this item is in the high neutral or unsure range. The remaining data on Table 55 shows that the officers appeared to be more positive than the other two groups about the knowledge level of the higher management in the DENTAC. The Length of Service data indicates that the longer an employee had stayed in the DENTAC, the lower was their opinion of the higher management in the DENTAC -- at least as regards this question.

Table 53 - Item # 40 (-)

On important issues the DENTAC Headquarters gives me only that part of the story which makes the DENTAC look good.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	7.7	0	19.2	34.9	7.7	15.4	15.4	4.4
Officer	14.7	23.5	14.7	29.4	8.8	5.9	2.9	3.2
Civilian	14.7	8.8	11.8	30.9	13.2	10.3	10.3	3.9
Composite	13.3	10.9	14.1	31.3	10.9	10.2	9.4	3.8
2. ENLISTED AND CIVILIANS								
Dental Assistants	14.9	2.1	6.4	34.0	19.1	8.5	14.9	4.3
Laboratory Technicians	10.0	0	40.0	10.0	10.0	30.0	0	4.0
Dental Therapy Assistants	15.4	23.1	23.1	23.1	7.7	0	7.7	3.2
Administrative/Clerical	9.5	9.5	19.0	38.1	0	14.3	9.5	3.9
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	21.7	0	4.3	34.8	21.7	4.3	13.0	4.0
One Dentist, DTA(s), Assistant(s)	16.7	12.5	12.5	33.3	12.5	0	12.5	3.6
4. LENGTH OF SERVICE								
0 - 6 Months	19.0	19.0	9.5	47.6	4.8	0	0	3.0
6 Months - 3 Years	15.4	1.9	15.4	25.0	15.4	15.4	11.5	4.2
Over 3 Years	12.5	7.5	7.5	32.5	17.5	10.0	12.5	4.2

Table 54 - Item # 46 (-)

The grapevine is my principal source of information about what is going on in the DENTAC.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							<u>MEAN</u>
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	15.4	0	3.8	19.2	15.4	15.4	30.8	4.9
Officer	11.8	17.6	5.9	17.6	17.6	17.6	11.8	4.1
Civilian	7.4	8.8	2.9	25.0	10.3	22.1	23.5	4.8
Composite	10.2	9.4	3.9	21.9	13.3	19.5	21.9	4.6
2. ENLISTED AND CIVILIANS								
Dental Assistants	6.4	6.4	4.3	25.5	17.0	21.3	19.1	4.8
Laboratory Technicians	10.0	0	0	40.0	0	30.0	20.0	4.9
Dental Therapy Assistants	15.4	7.7	7.7	0	15.4	15.4	38.5	4.9
Administrative/Clerical	14.3	4.8	0	19.0	14.3	9.5	38.1	5.0
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	8.7	8.7	0	26.1	17.4	17.4	21.7	4.7
One Dentist, DTA(s), Assistant(s)	12.5	8.3	12.5	8.3	4.2	29.2	25.0	4.7
4. LENGTH OF SERVICE								
0 - 6 Months	14.3	9.5	4.8	23.8	14.3	19.0	14.3	4.3
6 Months - 3 Years	15.4	3.8	1.9	28.8	11.5	19.2	19.2	4.5
Over 3 Years	7.5	5.0	2.5	20.0	12.5	22.5	30.0	5.1

Table 55 - Item # 48

Higher management in the DENTAC is well informed about the major problems facing us on the job.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	23.1	3.8	7.7	38.5	3.8	7.7	15.4	3.8
Officer	5.9	5.9	8.8	32.4	11.8	23.5	11.8	4.6
Civilian	17.6	10.3	16.2	27.9	8.8	7.4	11.8	3.7
Composite	15.6	7.8	12.5	31.3	8.6	11.7	12.5	3.9
2. ENLISTED AND CIVILIANS								
Dental Assistants	17.0	6.4	17.0	27.7	14.9	6.4	10.6	3.8
Laboratory Technicians	10.0	10.0	10.0	40.0	0	10.0	20.0	4.2
Dental Therapy Assistants	23.1	15.4	7.7	30.8	7.7	0	15.4	3.5
Administrative/Clerical	23.8	9.5	9.5	38.1	0	9.5	9.5	3.5
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	17.4	13.0	13.0	13.0	26.1	4.3	13.0	3.8
One Dentist, DTA(s), Assistant(s)	20.8	4.2	20.8	33.3	4.2	4.2	12.5	3.6
4. LENGTH OF SERVICE								
0 - 6 Months	4.8	4.8	0	52.4	0	23.8	14.3	4.7
6 Months - 3 Years	15.4	9.6	19.2	23.1	19.2	5.8	7.7	3.7
Over 3 Years	25.0	7.5	20.0	20.0	10.0	2.5	15.0	3.5

Item 49 (-). The top management of the DENTAC really does not communicate except when they want me to do something for them. The positive response to this statement is indicated by the composite mean of 4.3. Table 56 shows that the officers again had a better feeling about the top management in the DENTAC than did the other two groups. The Length of Service phenomenon seen in Item 48 was also present in the data for this item. No other significant variance existed.

Item 50. The DENTAC communications I receive are useful in keeping me up to date. The composite mean of 4.4 shown on Table 57 is a moderately positive response to the statement. The Martin and Vaden phenomenon was again present in the Length of Service data. The laboratory technicians were, by far, the most positive group of all the Enlisted and Civilian groups.

The data from the items in the area of Clinic Communication showed some measure of dissatisfaction in most groups of the survey. The groups were moderately satisfied with the effort of the DENTAC, the honesty of the DENTAC communication and the amount of information received about facility/equipment changes. They were neutral or unsure about how much important information the DENTAC held back from them on some issues and about how informed the higher management was on employee issues. The employees were universal in their positivity about their use of the grapevine to secure information.

Table 56 - Item # 49 (-)

The top management of the DENTAC really does not communicate except when they want me to do something for them.

EMPLOYEE WORK GROUP	PERCENTAGE RESPONSE DISTRIBUTION							MEAN
	1	2	3	4	5	6	7	
1. GENERAL								
Enlisted	7.7	3.8	7.7	23.1	23.1	7.7	26.9	4.5
Officer	11.8	23.5	20.6	14.7	8.8	14.7	5.9	3.4
Civilian	8.8	10.3	8.8	19.1	14.7	26.5	11.8	4.3
Composite	9.4	12.5	11.7	18.8	14.8	19.5	13.3	4.3
2. ENLISTED AND CIVILIANS								
Dental Assistants	8.5	6.4	8.5	27.7	12.8	21.3	14.9	4.5
Laboratory Technicians	10.0	10.0	0	30.0	30.0	10.0	10.0	4.3
Dental Therapy Assistants	7.7	23.1	0	7.7	30.8	23.1	7.7	4.3
Administrative/Clerical	9.5	4.8	19.0	9.5	19.0	19.0	19.0	4.6
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	13.0	0	13.0	21.7	17.4	21.7	13.0	4.5
One Dentist, DTA(s), Assistant(s)	4.2	20.8	4.2	25.0	12.5	20.8	12.5	4.3
4. LENGTH OF SERVICE								
0 - 6 Months	14.3	14.3	9.5	33.3	14.3	9.5	4.8	3.7
6 Months - 3 Years	11.5	1.9	17.3	19.2	11.5	23.1	15.4	4.5
Over 3 Years	10.0	10.0	7.5	12.5	17.5	22.5	20.0	4.7

Table 57 - Item # 50

The DENTAC communications I receive are useful in keeping me up to date.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							MEAN
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	15.4	7.7	7.7	26.9	15.4	11.5	15.4	4.2
Officer	2.9	8.8	5.9	26.5	26.5	23.5	5.9	4.6
Civilian	7.4	5.9	16.2	23.5	14.7	25.0	7.4	4.4
Composite	7.8	7.0	11.7	25.0	18.0	21.9	8.6	4.4
2. ENLISTED AND CIVILIANS								
Dental Assistants	10.6	8.5	19.1	19.1	17.0	19.1	6.4	4.1
Laboratory Technicians	0	0	20.0	10.0	30.0	20.0	20.0	5.1
Dental Therapy Assistants	0	15.4	7.7	38.5	7.7	23.1	7.7	4.4
Administrative/Clerical	19.0	0	0	38.1	9.5	19.0	14.3	4.3
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	8.7	0	13.0	26.1	26.1	26.1	0	4.4
One Dentist, DTA(s), Assistant(s)	4.2	16.7	12.5	20.8	8.3	29.2	8.3	4.3
4. LENGTH OF SERVICE								
0 - 6 Months	4.8	4.8	0	19.0	23.8	28.6	19.0	5.1
6 Months - 3 Years	9.6	11.5	21.2	21.2	17.3	15.4	3.8	3.9
Over 3 Years	10.0	10.0	12.5	15.0	25.0	20.0	7.5	4.3

Survey Description

These last two questions of the survey were designed to determine the employees' feelings about surveys in general, and also to act as a commentary on this survey.

Item 52. Surveys like this are a good idea. The composite mean of 5.1 for this statement indicates a positive feeling about surveys in general. As opposed to much of the data presented on previous items, the data on Table 58 shows that the civilians were strongly positive about surveys, while the officers were considerably less positive. The Martin and Vaden phenomenon was present in the Length of Service group. The DTAs were the most negative of all the employees in the Enlisted and Civilian group. The administrative/clerical employees, although negative in most areas of the survey, were extremely positive about surveys. Those employees working in the traditional work setting were not nearly as positive as those employees working in the team setting.

Item 53. This survey is hard to understand. A strongly positive response is indicated by the composite mean of 5.1 shown on Table 59. An analysis of this item in relation to Item 52 indicates that the groups who had the least positive feeling about surveys in general felt that this survey was hard to understand. The officers, employees in the traditional work setting, and the DTAs were evidence of this pattern.

Table 58 - Item # 52

Surveys like this are a good idea.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							<u>MEAN</u>
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	19.2	3.8	7.7	15.4	0	19.2	34.9	4.7
Officer	8.8	0	8.8	38.2	8.8	14.7	20.6	4.0
Civilian	7.4	1.5	2.9	17.6	8.8	17.6	44.1	5.5
Composite	10.2	1.6	5.5	22.7	7.0	17.2	35.9	5.1
2. ENLISTED AND CIVILIANS								
Dental Assistants	8.5	2.1	2.1	21.3	6.4	19.1	40.4	5.3
Laboratory Technicians	10.0	10.0	0	10.0	0	40.0	30.0	5.2
Dental Therapy Assistants	23.1	0	0	23.1	7.7	15.4	30.8	4.6
Administrative/Clerical	4.8	0	14.3	9.5	9.5	9.5	52.4	5.6
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	13.0	4.3	4.3	26.1	4.3	13.0	34.8	4.8
One Dentist, DTA(s), Assistant(s)	8.3	0	0	16.7	4.2	20.8	50.0	5.7
4. LENGTH OF SERVICE								
0 - 6 Months	9.5	0	4.8	4.8	14.3	14.3	52.4	5.7
6 Months - 3 Years	13.5	1.9	3.8	28.8	9.6	13.5	28.8	4.8
Over 3 Years	10.0	0	5.0	15.0	10.0	20.0	40.0	5.4

The DENTAC employees appear to generally have felt that surveys in general are a good idea. Further, they generally felt that this survey was not hard to understand.

Respondent Comments

Thirty-two employees or exactly twenty-five percent of the respondents made comments in the section provided. In all, seventeen civilians, eight officers, and seven enlisted employees made comments. A listing of the comments by employee group can be found in Appendix B. Some comments were changed to enhance understanding but the actual meaning of the comments was not changed.

The previously mentioned definitional problem with the words "work group" and "supervisor" were noted in comments. A comment seen repeatedly in the survey related to disseminating the results of the study. Numerous employees felt that the results of the study should be made public. Another comment made by more than one civilian and enlisted employee was that the DENTAC NCOs should be given more authority. Other comments pertained to the construction of the survey, feedback, poor distribution of job, the 91E career field, communication, supply waste, female-oriented dental jobs, temporary duty funds, and continuing education. To preclude a misinterpretation of the central theme of the comments, it should be pointed out that there were a number of employees who made positive comments about the DENTAC, their clinic, their supervisor, or other employees.

Table 59 - Item # 53 (-)

This survey is hard to understand.

<u>EMPLOYEE WORK GROUP</u>	<u>PERCENTAGE RESPONSE DISTRIBUTION</u>							<u>MEAN</u>
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
1. GENERAL								
Enlisted	53.8	7.7	11.5	23.1	3.8	0	0	2.2
Officer	26.5	11.8	17.6	29.4	5.9	2.9	5.9	3.1
Civilian	52.9	19.1	2.9	5.9	2.9	7.4	8.8	2.4
Composite	46.1	14.8	8.6	15.6	3.9	4.7	6.3	2.6
2. ENLISTED AND CIVILIANS								
Dental Assistants	53.2	21.3	2.1	10.6	0	6.4	6.4	2.2
Laboratory Technicians	20.0	50.0	20.0	0	10.0	0	0	2.3
Dental Therapy Assistants	46.2	7.7	7.7	0	7.7	15.4	15.4	3.2
Administrative/Clerical	66.7	0	4.8	19.0	4.8	0	4.8	2.1
3. THERAPISTS AND ASSISTANTS								
One Dentist, One Assistant	34.8	26.1	4.3	4.3	0	8.7	21.7	3.2
One Dentist, DTA(s), Assistant(s)	75.0	8.3	0	4.2	4.2	4.2	4.2	1.8
4. LENGTH OF SERVICE								
0 - 6 Months	66.7	0	4.8	19.0	4.8	0	4.8	2.1
6 Months - 3 Years	42.3	19.2	9.6	19.2	0	3.8	5.8	2.5
Over 3 Years	52.5	20.0	2.5	5.0	2.5	10.0	7.5	2.5

CHAPTER III

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The conclusion reached after an analysis of the survey data was that the study hypothesis was correct. The data demonstrated that there are differences in the work-related attitudes of the employee groups of the U.S. Army Dental Activity, Fort Lewis, Washington.

The conclusions reached for each employee work group are listed below:

1. General -- The officers appeared to be the most satisfied employee group in the DENTAC. The enlisted and civilian employees' level of satisfaction varies depending on the area of concern. The civilians are more committed to the organization than the other groups. All groups felt that communication, both in the clinic and from the DENTAC, is in need of improvement. The enlisted employees would leave the DENTAC if the appropriate opportunity arose. The civilian employees are more positive than the other groups about the use of surveys. The employee groups, as a whole, are satisfied with their jobs in the DENTAC.

2. Enlisted and Civilian -- The laboratory technicians are by far the most satisfied group of all the Enlisted and Civilian groups. The DTAs and the administrative/ clerical employees are generally less satisfied than the other employee groups. The employees in this group are not satisfied with their pay.
3. Therapists and Assistants -- Those employees working in the traditional one dentist, one assistant setting are more satisfied than those employees working in the more contemporary one dentist, DTA(s), assistant(s) setting.
4. Length of Service -- The length of service data generally mirrors the findings of Martin and Vaden. The employee satisfaction is high during the first six months of employment, is lower during the six month to three year time frame, and rises in those employees who are still with the organization after three years. The exceptions to the Martin and Vaden phenomenon are found in the area of communication.

Recommendations

The following recommendations are hereby submitted to the Commander, U.S. Army Dental Activity, Fort Lewis, Washington:

1. A synopsis of the results of this survey should be released to the employees of the DENTAC.
2. A program should be initiated to target the potential "problem" groups of survey.
3. Services of the Madigan Army Medical Center Organizational Effectiveness Officer should be solicited to assist in the development of such a program.
4. The survey, with the minor changes discussed in the text of this paper, should be repeated one year from the date of this survey.

FOOTNOTES

¹G. A. Nichols, "Job Satisfaction and Nurses' Intentions to Remain with or Leave an Organization," Nursing Research 20 (May - June, 1971) :218.

²Permission granted to use the Weyerhaeuser survey by the Weyerhaeuser Human Resources Department, November, 1980.

³Stephen Isaac and William B. Michael, Handbook in Research and Evaluation, (San Diego: Robert R. Knapp, 1972), pp. 100.

⁴Ibid.

⁵Patricia J. Martin and Allene G. Vaden, "Behavioral Science Research in Hospital Food Service," Journal of the American Dietetic Association 73 (August 78), pp. 127-131.

⁶Ibid.

⁷John Ivancevich, Andrew D. Szilagyi, and Marc J. Wallace, Organizational Behavior and Performance, (Santa Monica: Goodyear Publishing Co., 1977) :120.

APPENDIX A

DENTAC EMPLOYEE SURVEY INSTRUMENT

DENTAC EMPLOYEE SURVEY

GENERAL INSTRUCTIONS

1. So that you can complete the survey quickly, the statements in SECTION II ask only that you decide how much you agree or disagree with the statement and then circle the number that comes closest to your feelings. For example, a statement might look like this:

My job is very interesting.	Strongly						
	<u>Disagree</u>						Strongly
	1	2	3	4	5	6	7

The heading above the boxes are indicators to help you find which box matches your feelings.

2. Work quickly. Don't worry or puzzle over individual items. It is your first impressions, your "feelings" about the subjects, that are important.
3. THIS IS NOT A TEST-there are no right or wrong answers. The only real answer is how you feel. Please answer each statement, no matter how little you think you know about it or whether it applies to you.
4. Please use the space provided in SECTION III to make any comment you deem appropriate.
5. When finished, put the survey form in the envelope provided and return it to your clinic NCOIC. Do not sign the form or in any other way identify yourself.

DENTAC EMPLOYEE SURVEY

SECTION I

This section asks for data that is needed to identify your survey form. No attempt is made to identify you individually, just your work group category. Please answer all applicable questions/statements. Place a check next to the correct response.

1. I am

☐ officer

☐ enlisted person

☐ civilian employee

2. (Enlisted & Civilians only) Which of the following most accurately describes your current job position:

☐ Dental Therapy Assistant (DTA)

☐ Dental Assistant

☐ Administrative/Clerical

☐ Laboratory Technician

3. (Therapists & Assistants only) Which of the following best describes your work situation:

☐ One dentist and one assistant

☐ One dentist, therapist(s), assistant(s)

4. How long have you worked for the Fort Lewis DENTAC:

☐ 0-6 months

☐ 6 months-3 years

☐ more than 3 years

DENTAC EMPLOYEE SURVEY

SECTION II

The statements in this section pertain to your feelings about your job, the DENTAC and how you see things around you.

	<u>Strongly Disagree</u>			<u>Unsure, Neutral</u>			<u>Strongly Agree</u>	
1. The work I do is very interesting.	1	2	3	4	5	6	7	
2. Information is widely shared among work groups so that those who make decisions have access to all available know-how.	1	2	3	4	5	6	7	
3. All in all, I am satisfied with my job.	1	2	3	4	5	6	7	
4. I am satisfied with the fringe benefits which come with this job (e.g., medical, retirement, leave).	1	2	3	4	5	6	7	
5. The group I work with really enjoys doing its job.	1	2	3	4	5	6	7	
6. If I have my way, I'll continue to work for the DENTAC for at least three more years.	1	2	3	4	5	6	7	
7. All things considered, things in the DENTAC are improving.	1	2	3	4	5	6	7	
8. I have excellent communication with my supervisor.	1	2	3	4	5	6	7	
9. I am satisfied with the DENTAC's effort to inform us of significant changes in policy or action.	1	2	3	4	5	6	7	
10. My supervisor does an excellent job of keeping us informed about matters which directly affect us.	1	2	3	4	5	6	7	
11. It is easy to get confused about what you are supposed to be doing around here.	1	2	3	4	5	6	7	
12. The people I work with do just enough to get by.	1	2	3	4	5	6	7	
13. I feel well informed about the status of the facility/equipment changes (new additions, new equipment, new supplies) which affect me.	1	2	3	4	5	6	7	

DENTAC EMPLOYEE SURVEY

SECTION II (Continued)

	<u>Strongly Disagree</u>			<u>Unsure, Neutral</u>			<u>Strongly Agree</u>
14. If offered 10% more pay to leave the DENTAC this year, I'd probably go.	1	2	3	4	5	6	7
15. I have very little to say about how my job gets done.	1	2	3	4	5	6	7
16. It is almost impossible to get to see my supervisor when I need to.	1	2	3	4	5	6	7
17. My supervisor makes sure that our work group has good communication.	1	2	3	4	5	6	7
18. The people I work with let me know if I do particularly well on a task.	1	2	3	4	5	6	7
19. Our supervisor sees to it that our work group's activities are sensibly organized.	1	2	3	4	5	6	7
20. I have enough authority to get my job done.	1	2	3	4	5	6	7
21. I am not paid fairly for the work I do.	1	2	3	4	5	6	7
22. My supervisor makes a point of letting me know when I have turned in a superior performance.	1	2	3	4	5	6	7
23. Lack of teamwork and cooperation between work groups is a problem.	1	2	3	4	5	6	7
24. This year I predict our work group will be seen as one of the best producers around.	1	2	3	4	5	6	7
25. Communications from the DENTAC Headquarters are usually straightforward and honest.	1	2	3	4	5	6	7
26. I get enough feedback about my performance to know if I am performing up to expectations.	1	2	3	4	5	6	7
27. My job offers enough opportunities for me to develop my special abilities.	1	2	3	4	5	6	7
28. The DENTAC provides enough training to assure that people know the best ways to perform their job.	1	2	3	4	5	6	7

DENTAC EMPLOYEE SURVEY

SECTION II (Continued)

	<u>Strongly Disagree</u>		<u>Unsure, Neutral</u>		<u>Strongly Agree</u>		
29. The top managers around here make it a point to get out of their offices and find out what is going on.	1	2	3	4	5	6	7
30. The people around here believe in and practice "open" communication.	1	2	3	4	5	6	7
31. My supervisor lets me know when I have turned in a poor performance.	1	2	3	4	5	6	7
32. I am satisfied with the encouragement I get to try out new ideas and methods on the job.	1	2	3	4	5	6	7
33. All things considered, our work group's performance will probably be better this year than it was last year.	1	2	3	4	5	6	7
34. In general, I like working here.	1	2	3	4	5	6	7
35. I sometimes don't understand what I am being asked to do.	1	2	3	4	5	6	7
36. My work group shows little interest in doing its best.	1	2	3	4	5	6	7
37. I do not have a clear understanding of what is expected of me on my job.	1	2	3	4	5	6	7
38. The morale of the people I work with is very high.	1	2	3	4	5	6	7
39. We have all the opportunity we need to ask questions and secure information.	1	2	3	4	5	6	7
40. On important issues the DENTAC Headquarters gives me only that part of the story which makes the DENTAC look good.	1	2	3	4	5	6	7
41. My supervisor does everything reasonable to improve our working conditions.	1	2	3	4	5	6	7
42. I have enough help and equipment to get my job done.	1	2	3	4	5	6	7
43. I have enough information to get the job done.	1	2	3	4	5	6	7

DENTAC EMPLOYEE SURVEY

SECTION II (Continued)

	<u>Strongly Disagree</u>			<u>Unsure, Neutral</u>			<u>Strongly Agree</u>	
44. When changes are introduced, the explanations are clear and complete.	1	2	3	4	5	6	7	
45. My job does not offer enough opportunities for promotion.	1	2	3	4	5	6	7	
46. The grapevine is my principal source of information about what's going on in the DENTAC.	1	2	3	4	5	6	7	
47. My work group is one of the best producers in the DENTAC.	1	2	3	4	5	6	7	
48. Higher management in the region is well informed about the major problems facing us on the job.	1	2	3	4	5	6	7	
49. The top management of the DENTAC really does not communicate except when they want me to do something for them.	1	2	3	4	5	6	7	
50. The DENTAC communications I receive are useful in keeping me up to date.	1	2	3	4	5	6	7	
51. My supervisor puts the right people on the right job.	1	2	3	4	5	6	7	
52. Surveys like this are a good idea.	1	2	3	4	5	6	7	
53. This survey is hard to understand.	1	2	3	4	5	6	7	

DENTAC EMPLOYEE SURVEY

SECTION III

COMMENTS:

APPENDIX B

LIST OF RESPONDENT COMMENTS

A. OFFICERS

--I would not leave my position for a paltry sum of a 10% increase. Now a 20-40% increase.....

--I am very happy with my job, my position and my boss.

--This survey is poorly constructed. The same questions should not be asked of the three different groups.

--I do not believe that this type of dental environment lets the doctor expand his knowledge and skills. It is too limiting!

--The DENTAC is well run.

--Definition of work group?

--I thoroughly enjoy my job and the people I work with.

--I wonder if group meetings (gripe sessions) whereby individuals are given the opportunity to "put up or shut up" about problems would be advantageous?

--Feedback from the DENTAC is the only problem I see.

B. ENLISTED

--I think the DENTAC should provide transportation for those without it.

--This survey eliminates one of the most highly educated groups - the hygienists.

--What is to gain by this survey?

--Too much work for too little people.

--The lower ranks assigned are granted the rights to small duties, no responsibilities and limited extra duties. The NCOs are given too many tasks and little respect.

--I would quit if afforded the opportunity.

--I would like to see the results (survey) made public.

--Poor distribution of duty assignments according to personal skills and/or degree possessed.

--Please find the person or persons a job who has time to make these surveys out.

--If given the chance, I would change MOS for promotion.

--The 91E career field is boring.

--The dental field needs more surveys to find out the needs of the people.

HELP! HELP!

C. CIVILIANS

--I feel there are breaks in communication in my chain of command.

--I think that we have very poor administration in my clinic - not DENTAC.

--I feel there is a lot of waste in supplies here.

--Suggestions aren't acted on quickly.

--New people aren't given proper orientation.

--I have assumed that my supervisor is the doctor I assist.

--The clinic NCOIC should have more authority.

--Would like to see this survey made public.

--I am happy and content working where I am. The morale of the staff is very high.

--Surveys are a good idea if data is used to benefit the employees.

--The clinic I work in is the most productive in the DENTAC - major reason is fairness of supervisors. This is not true of other clinics.

--Working in a female-oriented job, civilian male employees are working at a disadvantage in every respect.

--Will this survey have any impact or promote change in the DENTAC?

--What is my personal gain from all of this?

--Officers get ample TDY - civilians get little or none.

- Disseminate the results of the survey.
- Take handcuffs off NCOs.
- The survey refers to "my supervisor". It is difficult to answer when one has many supervisors.
- Working conditions appear to be superior, the staff is amiable and is willing to help a new person "learn the ropes".
- More continuing education should be offered to civilians and enlisted personnel.

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