

Navy Personnel Research and Development Center

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Annotated Bibliography of Publications on Minorities in the Navy

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March 1996

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Foreword

The purpose of this publication is to provide a single source of information on research performed at the Navy Personnel Research and Development Center that focused on minorities in the Navy. Thirty-five abstracts are presented in the pages that follow, all of which were sponsored by the Chief of Naval Personnel over a 19-year period.

The author wishes to acknowledge Hal Rosen, who edited the abstracts, and Stephanie Booth-Kewley, Amy Culbertson, Jack Edwards, and Paul Rosenfeld who provided summaries of their publications.

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Annotated Bibliography of Publications on Minorities in the Navy

Introduction

The Navy Personnel Research and Development Center (NAVPERSRANDCEN) has been conducting minority research on Navy and Marine Corps military personnel and civilian employees since 1974. Initial efforts tended to focus on Black/White differences in testing, training, and rates of Non-Judicial Punishment. With the recognition of Hispanics as a more prominent minority sub-group, research efforts were expanded to include not only issues of general concern to minorities, but also those with specific implications for Hispanics. As our level of understanding increased, research began to focus on social and organizational factors influencing the successful integration and utilization of all minority groups.

This is the first bibliography of reports, journal articles, and book chapters that have been published by researchers at NAVPERSRANDCEN on minorities in the Department of the Navy. The publication dates range from June 1974 to December 1995. The summaries have been arranged sequentially, starting with the most recently published research. Thirty-five reports, articles, and book chapters are referenced.

The bibliography is indexed by subject area so that readers can locate publications that address their interests. Each entry is followed by a summary and, whenever possible, the Defense Technical Information Center (DTIC) number. Reports may be requested from DTIC using these numbers.

Reports, Journal Articles, and Book Chapters

Abstract Number

1

Rosenfeld, P., Culbertson, A. L., & Newell, C. E. (1995). *Assessment of equal opportunity climate: Results of the 1991 Navy-wide survey* (NPRDC-TN-96-7). San Diego: Navy Personnel Research and Development Center.

In 1991, the Navy Equal Opportunity/Sexual Harassment (NEOSH) Survey was administered for the second time. The sample consisted of a random sample of 5,225 officer and enlisted personnel stratified on racial/ethnic group and gender. All groups had generally positive perceptions of the Navy's equal opportunity (EO) climate. However, men were more positive than women, and Whites and Hispanics were more positive than Blacks. Although the responses of Black personnel were consistently more positive in 1991 than in 1989, Black women continued to be the least positive of all groups. The discipline items produced the greatest racial/ethnic disparities with Blacks having lower perceptions of fairness in the administration of military justice. Women were less positive than men, and the gender gap was greater with officers than enlisted personnel. Overall, the magnitude of racial/ethnic and gender differences was less than in 1989.

Abstract Number

2

Newell, C. E., Rosenfeld, P., & Culbertson, A. L. (1995). Sexual harassment experiences and equal opportunity perceptions of Navy women. *Sex Roles*, 32(3/4), 159-168.

In 1989, the Navy began tracking the sexual harassment rates among its officer and enlisted personnel by administering the Navy Equal Opportunity Sexual Harassment (NEOSH) Survey on a biennial basis. While previous reports on the results of the NEOSH Survey have discussed the occurrence, frequency, and effects of sexual harassment in the Navy, this study examined whether victims of sexual harassment differ in their perceptions of equal opportunity (EO) climate from those who have not been harassed. In addition, specific organizational consequences of sexual harassment were identified. Data from the 1991 NEOSH Survey were reanalyzed. Sixty-seven percent of the women officers were White, 25 percent African-American, and 18 percent Hispanic. The results indicated that women who were sexually harassed perceived that there was less EO in the Navy than women

Reports, Journal Articles, and Book Chapters

Abstract Number

3

who had not been harassed. This was true for both officer and enlisted personnel.

Rosenfeld, P. (1994). Effects of gender and ethnicity on Hispanic women in the U.S. Navy. *Journal of Social Psychology, 134*(3), 349-354).

Hispanic women ($N = 535$) in the U.S. Navy were surveyed to obtain demographic and attitudinal data. Results indicate that Hispanic women in the Navy did not perceive themselves as "doubly disadvantaged," as they have been portrayed in the civilian literature. There were few significant differences between Hispanics' and Whites' perceptions on equal opportunity and sexual harassment.

Abstract Number

4

Edwards, J. E., Rosenfeld, P., Thomas, M. D., Thomas, P. J., & Newell, C. E. (1994). Diversity research in the United States Navy: An update. *International Journal of Intercultural Relations, 18*(4), 521-538.

This article examines diversity research conducted during 1990 to 1994 at the Navy Personnel Research and Development Center. The review is divided into four major topic areas. The first section describes the Navy-wide and command-specific programs to assess equal opportunity climate and sexual harassment. The second section summarizes research pertaining to issues raised by women's changing roles and their increased participation in the Navy. In the third section, the findings of Navy discipline studies shed light on the issue of higher disciplinary rates among minority personnel. Research on Hispanics is reviewed in the fourth section. Finally, potential future research emphases are identified.

Abstract Number

5

Rosenfeld, P., Booth-Kewley, S., Edwards, J. E., & Alderton, D. L. (1994). Linking diversity and impression management: A study of Hispanic, Black, and White Navy recruits. *American Behavioral Scientist, 37*(5), 672-681.

A study was conducted of Hispanic ($N = 71$), Black ($N = 35$), and White ($N = 285$) Navy recruits, linking diversity and impression management. Men who completed basic training were surveyed using the impression management and self-deceptive enhancement subscales of the Balanced Inventory of Desirable

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Responding--Version 6. The Marlowe-Crowne Social Desirability Scale was also administered. Results of this study offer only partial support for hypotheses predicting greater levels of socially desirable response among Hispanics and Blacks compared to Whites. One possible explanation for the general lack of differences on the measures of social desirability reporting may have to do with the experience of being a Navy recruit.

Booth-Kewley, S., Rosenfeld, P., & Edwards, J. E. (1993). Turnover among Hispanic and non-Hispanic blue-collar workers in the Navy's civilian work force. *Journal of Social Psychology, 133(6)*, 761-768.

This study examined turnover rates and factors related to job turnover among 76 Hispanic and 74 non-Hispanic blue-collar employees (mean age 34.5 yrs.) in the U.S. Navy's civilian work force. At the start of employment, they were administered a questionnaire assessing possible predictors of turnover, such as acculturation level, method of recruitment, importance of job-related factors, and geographic location considerations, Hispanics were classified into low-acculturation (LAH) and high-acculturation (HAH) groups. Each person's employment status was determined 1 year from the date of initial employment. Results indicate that acculturation was related to turnover. The turnover rate for LAHs was significantly higher than it was for HAHs or for non-Hispanic Whites.

Abstract Number

7

Rosenfeld, P., & Culbertson, A. L. (December 1993). *Command Assessment Team Survey System (CATSYS): User Guide (NPRDC-TN-94-11)*. San Diego: Navy Personnel Research and Development Center.

This document contains a user guide for the Command Assessment Team Survey System (CATSYS). CATSYS is a computerized survey system that assists in the administration, analysis, interpretation, and presentation of a standard command-level equal opportunity (EO) survey. CATSYS is menu-driven and PC-based. The user guide describes the system's computer requirements, installation, security considerations, start-up procedures, data entry and analysis features, generation of graphs and tables, and offers sampling, interpretation, and presentation

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Abstract Number 8

guidelines. Navy-wide norms based on the results of the 1991 Navy Equal Opportunity/Sexual Harassment (NEOSH) Survey are contained in Appendix A.

Edwards, J. E., Rosenfeld, P., Thomas, P. J., & Thomas, M. D. (1993). Willingness to relocate for employment: A survey of Hispanic, non-Hispanic Whites, and Blacks. *Hispanic Journal of Behavioral Sciences, 15*(1), 121-133.

The geographic mobility of 704 Hispanics (mean age 30.7 years), 525 non-Hispanic Whites (mean age 34.2 years), and 149 Blacks (mean age 30.7 years) was compared. Persons who were applying for civil service jobs or taking civil service examinations completed a survey that assessed their likelihood of moving for employment. Hispanics were as willing as Blacks and non-Hispanic Whites to relocate if incentives were high or the new employment areas had high Hispanic concentrations. If the new employment area did not have a high percentage of Hispanics, then Hispanics frequently indicated significantly less intention to move than did non-Hispanic Whites.

Abstract Number 9

Culbertson, A. L., & Magnusson, P. (July 1992). *An Investigation into Equity in Navy Discipline* (NPRDC-TR-92-17). San Diego: Navy Personnel Research and Development Center. (AD-A255 220)

Navy-wide disciplinary data indicate that minority personnel receive non-judicial punishments (NJPs) and are awarded courts-martial at a higher rate than the majority group. To investigate whether discipline is administered fairly, data were collected at 15 San Diego afloat and shore commands from completed UCMJ cases for a 6-month period. The previous disciplinary histories, types of current offenses, and disposition of the cases were compared across racial/ethnic group. The only difference found in the types of offenses was that Blacks more often were charged with violating Article 91, insubordination, than were Whites. No differences were found across groups in the types and extent of punishments given. Additional comparisons revealed that, although first-termers, non-designated personnel, and personnel aboard ships had higher disciplinary rates, any over-representation of Blacks among these three groups was not sufficient to account

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for Blacks' higher rate of disciplinary involvement. The data collected generally revealed no differential treatment in the formal discipline system at these commands.

Rosenfeld, P., & Culbertson, A. L. (July 1992). *Development and Evaluation of a Standard Form 171 Videotape* (NPRDC-TN-92-7). San Diego: Navy Personnel Research and Development Center. (AD-A245 097)

A videotape, designed to assist applicants for civilian Navy employment complete the Standard Form 171 (SF 171) for government employment, was evaluated as part of a larger project investigating reasons for Hispanic underrepresentation in the Navy's civilian work force. In general, the evaluator's ratings and written comments concerning the videotape were positive. Written evaluations of the videotape by individuals applying for civilian Navy jobs were positive.

Abstract Number 11

Rosenfeld, P., Culbertson, A. L., Booth-Kewley, S., & Magnusson, P. (May 1992). *Assessment of Equal Opportunity Climate: Results of the 1989 Navy-wide Survey* (NPRDC-TR-92-14). San Diego: Navy Personnel Research and Development Center.

As a result of recommendations from Navy study groups, the 1989 Navy Equal Opportunity/Sexual Harassment Survey (NEOSH) was developed, administered, and analyzed. The goal of the NEOSH was to provide Navy policy makers with an accurate baseline measure of equal opportunity (EO) climate and sexual harassment among active duty Navy personnel. This report describes the EO climate portion of the NEOSH Survey, which was administered to a random sample ($N = 5,558$, response rate = 60%) of active duty Navy officers and enlisted personnel stratified on racial/ethnic group and gender. Among the major results were: (1) Navy personnel, as a whole, have positive EO climate perceptions. (2) White male officers consistently report the most positive perceptions of Navy EO climate. The differences in EO perceptions between male and female officers are typically larger than male and female enlisted personnel. (3) Blacks, particularly Black enlisted females, are the least positive about EO. (4) Perceptions of fairness in discipline are lowest among Blacks. (5)

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Hispanics' EO perceptions consistently fall between Whites and Blacks and typically are closer to Whites.

Rosenfeld, P., & Culbertson, A. L. (1992). Hispanics in the Military. Hispanics in the workplace. *Sage Focus Editions, 142* S. B. Knouse, P. Rosenfeld, & A. L. Culbertson (Eds.), Sage Publications, Inc., Newbury Park, CA.

This paper provides an orientation to and an overview of Hispanics in the military. After briefly reviewing the history of Hispanics in the military, the issue of Hispanics in the military is considered from three vantage points: (1) a demographic snapshot of Hispanic representation and occupational distribution within the military, (2) a review of an extensive research program of the impact of social, cultural, and organizational variables on Hispanic Navy recruits, and (3) a consideration of the results of several surveys that have assessed the perceptions of active-duty Hispanics.

Abstract Number
13

Knouse, S. B., Rosenfeld, P., & Culbertson, A. L. (Eds.). (1992). *Hispanics in the Workplace*. Sage Publications, Inc., Newbury Park, CA.

As Hispanics continue their dramatic growth and as organizational work settings focus increasingly on cultural diversity, many questions remain regarding Hispanics and work that need to be addressed. One set of questions is the extent to which Hispanics as a group are truly homogeneous. Are there many common traits underlying Hispanic subgroups, such as Mexican Americans, Puerto Ricans, Cuban Americans, and Hispanics from Caribbean nations, or is subgroup diversity the major common factor? Are earnings and occupations similar or different for these subgroups? A second set of questions concerns special problems that Hispanics face in the workplace. What problems do they encounter, and how do they deal with them? A third group of questions concerns the support available to Hispanic workers. Who is available to provide help? What are the connections? How are these systems used? A fourth set of questions focuses on the role of Hispanic women. What are the unique problems that Hispanic females face? How does the working role of Hispanic women fit with their traditional family

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role? A final group of questions covers Hispanic work experiences in various organizational settings. The chapters in this book address these questions.

Booth-Kewley, S., Rosenfeld, P., & Edwards, J. E. (1992). Impression management and self-deceptive enhancement among Hispanic and non-Hispanic White Navy recruits. *Journal of Social Psychology, 132*(3), 323-329.

This study compared the responses of 24 Hispanic and 191 non-Hispanic White male U.S. Navy recruits on an inventory of desirable responding. The inventory contains two measures of socially desirable responding, impression management, and self-deceptive enhancement. Hispanic Ss had significantly higher scores than non-Hispanic Ss on impression management, the two groups did not differ on self-deceptive enhancement. Findings suggest that Hispanics may be more likely than non-Hispanics to present a positive picture of themselves to others but do not differ from non-Hispanics on their amount of engagement in positive self-deceptive enhancement.

Abstract Number 15

Booth-Kewley, S., & Rosenfeld, P. (December 1991). *Satisfaction with Equal Employment Opportunity (EEO) Complaint Reports and Investigations* (NPRDC-TN-92-5). San Diego: Navy Personnel Research and Development Center. (AD-A245 1276)

This study developed and pilot-tested a paper and pencil survey designed to assess the quality of Equal Employment Opportunity discrimination complaint investigations and reports. The study also examined: (1) the extent to which activity officials are satisfied with investigative reports, (2) whether satisfaction is greater for investigations and reports handled by in-house staff investigators than with those handled by contractor investigators, (3) the strength and weakness of the reports and investigations, and (4) ways in which reports and investigations could be improved. Four hundred and fifty surveys were mailed out with every investigative report completed between December 1990 and May 1991; 117 completed surveys were returned. Analysis of survey responses revealed that: (1) satisfaction with investigative reports was generally high--75% of the respondents were satisfied

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with the report as a whole, (2) the potential problem areas identified in the reports related to organization/presentation and analysis of evidence, and (3) satisfaction was higher for reports prepared by in-house staff investigators than for reports prepared by contractors. It was recommended that the Navy could raise the overall quality of reports by using more staff investigators and fewer contractors, and that further research efforts be aimed at increasing resolution of complaints during the informal stage.

Edwards, J. E., Rosenfeld, P., & Thomas, P. J. (1991). Hispanic and non-Hispanic White New Hirees in the Navy's Blue-collar Civilian Work Force: A Pilot Study. *Hispanic Journal of Behavioral Sciences, 13*(4), 412-421.

Each male Hispanic who entered a craftsman, mechanic, operative or service worker semi-skilled or journey person job at 1 of 14 Navy activities was administered a questionnaire during the first week of his employment. A comparison non-Hispanic White male entering a similar job was surveyed whenever his accession followed the accession of an Hispanic. Usable surveys were obtained for 76 Hispanics and 75 non-Hispanic Whites. Hispanics were divided into more acculturated and less acculturated subgroups. The less acculturated Hispanic group reported a significantly higher need for role clarity than did the non-Hispanic White group. For all three groups, the most common method of recruitment was through a friend or relative.

Abstract Number 17

Rosenfeld, P., Thomas, M. D., Edwards, J. E., & Thomas, P. J. (1991). Navy Research into Race, Ethnicity, and Gender Issues: A Historical Review. *International Journal of Intercultural Relations, 15*(4), 407-426.

This paper reviews 20 years of Naval Personnel Research and Development Center research relating to equal opportunity (EO). Four main efforts are reviewed: (1) EO climate, (2) changing roles for Navy women, (3) assessment of potential bias in Navy discipline, and (4) Hispanic representation in Navy's civilian workforce. It is concluded that, in addition to their historical import, these four avenues of research remain concerns for the Navy and U.S. society.

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Abstract Number 18

Devlin, S. E., & Abrahams, N. M. (December 1990). *Assessment of Differential Prediction by Race for the USNA Classes of 1986-1990* (NPRDC-TN-91-2). San Diego: Navy Personnel Research and Development Center.

The USNA uses the Candidate Multiple (CM), a composite of several measures, to evaluate applicants. This composite seeks to predict many aspects of USNA performance. Using the regression model, procedures were followed to statistically assess whether a prediction system based on the CM is fair to Blacks when the system has been developed on a combined sample of Blacks and Whites. These analyses revealed that the use of separate equations does not provide a meaningful improvement in the prediction of academic performance of Blacks. Moreover, since Black academic performance scores were generally over-predicted when the combined group regression equation was used, a combined-group regression equation does not adversely impact upon the Black minority. It was therefore recommended that the USNA continue using a single prediction system.

Abstract Number 19

Edwards, J. E., & Knouse, S. B. (December 1990). *Racial and Ethnic Group Differences in Character of Separation and Disciplinary Rates Among First Term Enlistees Who Are Ineligible to Reenlist* (NPRDC-TN-91-1). San Diego: Navy Personnel Research and Development Center.

This study investigated the racial/ethnic group differences in rates of Other than Honorable (OTH) and judicial separations among first term enlistees who were ineligible to reenlist (i.e., classified RE-4). Three types of variables were examined: (1) background characteristics of the samples of Blacks, Hispanics, and Anglos, (2) proportions of and the reasons why each sample received various characters of separation, and (3) comparability of offense rates and the types of offenses committed by the three groups.

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Abstract Number 20

Edwards, J. E., Rosenfeld, P., & Thomas, P. J. (June 1990). *Hispanic and Anglo Males in the Navy's Blue Collar Civilian Work Force: A Comparison of New Hirees* (NPRDC-TN-90-24). San Diego: Navy Personnel Research and Development Center.

This study examined potential differences between newly hired Hispanic and Anglo blue collar Navy civilian employees. Each male Hispanic who entered a semi-skilled or journey person job at one of 31 Navy activities was administered a questionnaire during the first week of his employment. A comparison Anglo male entering a similar job was surveyed whenever his accession followed the accession of an Hispanic. Usable surveys were obtained from 76 Hispanics and 75 Anglos. Few statistically significant differences were detected between the groups. The two areas of differences found were: the need for role clarity in the job and the belief that Hispanics are suspicious of the government. In both cases, less acculturated Hispanics (LAH) and Anglos differed. LAHs needed significantly more role clarity in their work and disagreed more strongly with statements suggesting that Hispanics do not trust the government.

Abstract Number 21

Edwards, J. E. (January 1989). *Moving for Employment: Are Hispanics Less Geographically Mobile than Anglos and Blacks?* (NPRDC-TN-89-11). San Diego: Navy Personnel Research and Development Center. (AD-A204 608)

As part of the effort to explain and correct the underrepresentation of Hispanics in Navy's civilian workforce, the belief that Hispanics are reluctant to relocate was investigated. A survey was administered to approximately 1,450 persons in Texas: 51% Hispanic, 38% Anglo, and 11% Black. The survey contained items addressing the likelihood of moving to specific states with large Navy facilities, for given types of jobs, and if certain conditions were met. No significant differences were found among the three groups in willingness to move if certain incentives were offered. Hispanics, however, were significantly less interested in moving to states that have low Hispanic representation. Differences in types of jobs found attractive by the groups were also found.

Reports, Journal Articles, and Book Chapters

Abstract Number

22

Edwards, J. E. (March 1988). *Work Outcomes as Predicted by Attitudes and Demographics of Hispanic and Non-Hispanics: A Literature Review* (NPRDC-TN-88-23). San Diego: Navy Personnel Research and Development Center. (AD-A191 799)

Because Hispanics are becoming an increasingly larger percent of the U.S. population, Navy contracted a review of studies that have investigated Hispanics in the work-place or Hispanics' work-related attitudes. Past researchers have questioned the generalizability of results from pre-1970 studies of Hispanics because of sampling biases. Also, the few more recent investigations have suffered from numerous methodological problems: inadequate or no control groups, loosely defined traits, statistical concerns, etc. Given the limited number of studies that have utilized Hispanics combined with the concerns mentioned above, the literature provided few insights into issues that might differentially affect Hispanics vs. mainstream employees. For that reason, consideration of work-related theories, models, and findings derived for/from mainstream subjects were suggested as potential bases for designing the survey.

Abstract Number

23

Thomas, P. J. (July 1987). *Hispanic underrepresentation in the Navy's Civilian Workforce: Defining the Problem* (NPRDC-TN-87-31). San Diego: Navy Personnel Research and Development Center. (AD-AB113 148)

Hispanics are underrepresented in the Navy's civilian workforce despite a 10-year effort to promote their employment. This effort to provide definition to the problem focused on organizational and individual variables that could be contributors. Data were gathered through field research at 10 Navy activities and relevant Navy policies were reviewed. It was found that established goals for Hispanics contain ineligible workers (i.e., noncitizens), and the background form used to identify employees by race/ethnicity is flawed.

Reports, Journal Articles, and Book Chapters

Abstract Number

24

Polan, S. L., & Thomas, P. J. (November 1985). *Military Offense Rates: Racial, Ethnic, and Gender Differences* (NPRDC-TN-86-2). San Diego: Navy Personnel Research and Development Center. (AD-A162 521)

The purpose of this investigation was to determine whether Navy personnel are disciplined without regard to racial-ethnic membership. Two samples were used. The first consisted of personnel receiving nonjudicial punishment (NJP) or courts-martial between 1 May 1982 and 30 April 1983. The second sample was derived from documents reporting infractions, which contain the nature of the violation and type of courts-martial but do not include information on punishment. Both samples were restricted to E-1 to E-4 personnel only. Whites and men were used as the standard of comparison. T-tests and the z-ratio were used to determine differences among the standards and the minority groups of interest (Blacks, American Indians, Asian/Pacific Islanders, Filipinos, Hispanics, and Women).

Abstract Number

25

Kroeker, L., & Folchi, J. (July 1984). *Minority Fill-rate for Marine Corps Recruit Classification: Development and Test* (NPRDC-TR-84-6). San Diego: Navy Personnel Research and Development Center.

The purpose of this research was to develop and test a minority fill-rate component for the Marine Corps' program management module, which governs the allocation of recruits to enlisted program guarantees within the Automated Recruit Management System. Marine Corps policy directives were used to formulate experimental forms of the utility model component. The resulting component was tested by simulating recruit assignments and assessing model performance characteristics. The results of assignment by model (ABM) were compared to actual assignment (AA) results. In 82% of the cases, the ABM procedure achieved superior results; namely, the minority proportion achieved under ABM was closer to that desired by Marine Corps managerial personnel than that achieved under AA.

Reports, Journal Articles, and Book Chapters

Abstract Number 26

Thomas, P. J., & Conway, S. W. (January 1983). *Racial/Ethnic and Gender Differences in Responses to the Human Resource Management Survey of Personnel Assigned to the Atlantic and Pacific Fleets* (NPRDC-SR-83-10). San Diego: Navy Personnel Research and Development Center.

The purpose of this study was to analyze the equal opportunity climate in the fleet using the Human Resource Management (HRM) survey, in compliance with the FY82 Navy Affirmative Action Plan. The most recent 1-year data base (1 July 1980 to 30 June 1981) of HRM survey responses was used, yielding a sample of 35,650 personnel. The responses of Whites and Blacks, Whites and Hispanics, Whites and Filipinos, Blacks and Hispanics, and men and women were compared by analyses of variances and t-tests for the difference between means.

Abstract Number 27

Crawford, A. M., & Van Beenen, S. K. (April 1980). *Evaluation of Officer Accessions at Surface Warfare Officer School* (NPRDC-TR-80-24). San Diego: Navy Personnel Research and Development Center. (AD-A085 028)

The purpose of this effort was to determine whether Black and White Surface Warfare Officer School (SWOS) students differed as to performance and attrition. Results showed that Blacks had a significantly higher attrition rate and lower performance than Whites. For both racial groups, students who were commissioned through NROTC sources had a significantly greater chance of failing SWOS than did those commissioned through other sources. This was particularly true for Blacks who are commissioned through NROTC units at predominately Black, Southern colleges. Also, Blacks who came from schools rated as less competitive were more likely to fail than those who came from schools rated as more competitive. For both groups, attrition rates can be reduced considerably by allowing students to "roll back" and attempt SWOS a second time.

Reports, Journal Articles, and Book Chapters

Abstract Number
28

Riedel, J. A., Young, L. E., & Sheposh, J. P. (April 1980). *A Cross-Cultural Comparison of Managerial Practices and Their Relationship to Organizational Outcome Variables* (NPRDC-TR-80-22). San Diego: Navy Personnel Research and Development Center. (AD-A083 984)

This study addressed the relationships between employee perceptions of organizational effectiveness and managerial, organizational, and satisfaction variables. Questionnaires designed to measure work center effectiveness, organizational climate, job characteristics, supervisory influence, managerial practices, job satisfaction, role stress, and work occurrences were administered to a sample of 1,607 employees drawn from all hierarchical levels at four Public Works Centers (PWCs) in the U.S.; the PWC in Yokosuka, Japan; and the PWC at Subic Bay, PI. Results indicated that (1) managers and supervisors were generally more positive as to work center performance, management efficiency, and organizational character than were workers, (2) perceptions of management effectiveness are affected more by specific job-related concerns than they are by non-job-related managerial practices, (3) well defined job responsibilities and feelings of esprit de corps contribute most to employee satisfaction, and (4) employees are motivated by work occurrences that reflect personal concerns (e.g., feelings of accomplishment) and demotivated by those that reflect task-related concerns (e.g., equipment problems).

Abstract Number
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Van Beenen, S. K., & Crawford, A. M. (April 1980). *Broadened Opportunity for Officer Selection and Training (BOOST): Selection Criteria* (NPRDC-SR-80-16). San Diego: Navy Personnel Research and Development Center. (AD-B051 362)

The purpose of this effort was to determine appropriate criteria for selecting candidates for the Broadened Opportunity for Officer Selection and Training (BOOST) program. Because of the limited number of other minorities, the sample for this effort was limited to 86 White and 41 Black members of the 1978-79 BOOST class. To determine whether previous selection procedures were related to success in BOOST, predictor variables obtained for all sample members were correlates using a pass-fail criterion. Also, the racial groups were compared on both predictor and performance

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variables. Finally, exploratory regression analyses were performed to derive selection equations for predicting success in BOOST.

Robertson, D. W., Royle, M. H., & Morena, D. J. (February 1977). *Comparative Racial Analysis of Enlisted Advancement Exams: Item Differentiation* (NPRDC-TR-77-16). San Diego: Navy Personnel Research and Development Center. (AD-A035 672)

A comparative racial analysis of item differentiation was conducted to determine whether advancement exam items are similarly differentiating between good and poor performers of racial groups. Techniques were also investigated to improve test quality as measured by item differentiation or test reliability. The study specifically investigated (1) the differences in item differentiation between Blacks and Whites, (2) item-difficulty levels that yield maximum item differentiation, (3) the impact on item differentiation from constructing tests with particular types of items deleted, and (4) exam construction or processing procedures that would raise test quality for both Blacks and Whites.

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Thomas, P. J. (June 1975). *Racial Differences in the Prediction of Class "A" School Grades* (NPRDC-TR-75-39). San Diego: Navy Personnel Research and Development Center. (AD-A012 319)

This study is the latest in a series of efforts to provide the educationally disadvantaged with the opportunity for technical training in a Navy rating. Based on the findings of a 1972 study, which concluded that the Navy's selection tests are not as valid for minority personnel as they are for the majority group, the utility of alternative test composites was investigated. It was concluded that an improvement in minority assignment to technical training can be accomplished by implementing new selection composites, valid for both Whites and Blacks. Lowering the cutting score for Blacks on the current combinations of Basic Test Battery (BTB) tests was not indicated due to the chance-level validities of the operational composites in these courses.

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Kieckhaefer, W. F. (August 1976). *Effect of Human Relations Training on Racial Attitudes of Marines* (NPRDC-TR-76-42). San Diego: Navy Personnel Research and Development Center.

The purpose of this study was to develop tests and methodologies to measure both racial attitudes of Marines and the effect of training at the Marine Corps Human Relations Institute (HRI) on those attitudes. A pilot test of a Social Distance Scale (SDS) and a Situational Attitude Scale (SDS) revealed that two types of racial bias occurred on the SDS: positive/negative racial attitudes and interracial/intraracial bias. In line with the purpose of the HRI training program, it was hypothesized that the training would affect a decrease in both types of bias on both measures of racial attitudes.

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Atwater, D. C., Alf, E. F., Jr., & Abrahams, N. M. (October 1974). *The Unobtrusive Measurement of Racial Bias Among Recruit Classification Specialists* (NPRDC-TR-75-6). San Diego: Navy Personnel Research and Development Center. (AD-A000 065)

Unobtrusively-gathered data, documenting decisions made in the Navy's recruit classification process, were utilized to determine whether there were significant differences between Black and White classification interviewers in their treatment of Black and White recruits. The nature of the classification procedure resulted in the essentially random assignment of recruits to classifiers. This permits a number of interesting comparisons and obviates numerous problems in racial bias studies. The major hypothesis that Black and White classifiers would be differentially biased in their treatment of Black and White recruits was not supported. A second hypothesis that classifiers within either racial group would be differentially biased in their treatment of Black and White recruits was also not supported.

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Thomas, P. J., Thomas, E. D., & Ward, S. W. (June 1974). *Perceptions of Discrimination in Non-Judicial Punishment* (NPRDC-TR-74-22). San Diego: Navy Personnel Research and Development Center. (AD-A784 141)

Non-judicial punishment is frequently the target of charges of racial discrimination that are difficult to refute because the data

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needed for documentation are largely unrecorded. The purposes of this study were to determine whether existing records indicate that non-judicial punishment is administered without regard to race and if Blacks and Whites perceive discrimination in discipline, job assignments, and advancement opportunity. Although this study did not reveal differences in disciplining Blacks and Whites, equality of treatment in non-judicial punishment was not established. The written comments indicated discriminatory practices may be occurring prior to filing a report of an offense.

Bilinski, C. R., Standlee, L. S., & Saylor, J. C. (June 1974). *Effects of Sending Minority Personnel Classified as Non-school Eligible to "A" School: Part 1--"A" School Achievement* (NPRDC-SR-74-6). San Diego: Navy Personnel Research and Development Center.

The purpose of the present research was to investigate the effects of sending minority personnel classified as not school eligible to "A" school. Prospective minority students were selected for the program during the classification interview at training centers. Progress of these students, of a similarly selected group of non-minority non-eligible students, and of a randomly selected control group was monitored through "A" school training. Questionnaires designed to elicit information relative to a number of aspects of class performance and adjustment were mailed to the students and to their instructors. Questionnaire and school records data were tested for significance of differences between non-eligible minority, non-eligible non-minority, and eligible students. The school eligible students had less difficulty in "A" school than did non-eligible students. Non-eligible minority students tended to receive the lowest evaluations. From 32 to 35 percent of the non-eligible students were dropped from school; whereas, only 10 percent of eligible students were dropped.

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