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CHIEF PETTY OFFICER ATTITUDES TOWARD
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CHIEF PETTY OFFICER ATTITUDES TOWARD NAVAL SERVICE¹

The Chief Petty Officer as the connecting link between officer and crew is in a position to exercise considerable influence on the efficiency and esprit de corps of the shipmates he supervises. The study reported here was designed to identify general conditions of naval service which make for satisfaction or dissatisfaction with Navy life among Chief Petty Officers.

A questionnaire was prepared that would give CPOs a chance to state their views about the Navy freely and fully. The main section of this questionnaire contained the following items:

- (a) "What aspects of the Navy would you say you like most?"
- (b) "What aspects of the Navy would you say you like least?"
- (c) "What changes could the Navy make to benefit the CPO?"
- (d) "If you could start all over again today, do you think you would remain in the Navy for as long as you have?" Those who answered "no" to this last question were asked to give reasons.

The questionnaire also contained a six-point scale on which respondents were told to rate their satisfaction with life in the Navy. As background information, the CPOs were asked for their rating, their marital status, the number of years they had spent in the Navy, and their retirement intentions. Names were not requested, and it was stated in the instructions that all information obtained would be used for research purposes only.

¹Summary of research conducted at Personnel Research Field Activity, San Diego under Task Assignment SD2101.3.1.

The CPO Survey Form was administered to 297 CPOs at Fleet and Shore installations in the Long Beach and San Diego areas. The data were collected during June, July, and August 1956. The sample of CPOs used for the study was pre-selected by rating groups so as to contain these groups in rough proportion to their representation in the Navy.

The responses to the questionnaire were broken down into the ideas they contained, and these were tabulated. Statistical tests were used to determine whether groups of CPOs differed from each other significantly in the frequency with which they mentioned certain issues or problems.

A. FINDINGS

About half the Chiefs in the sample indicated that they would stay in the Navy if they could start over again, and half said that they would not stay in. Those Chiefs who maintained they would not stay in the Navy also tended to rate themselves as being less satisfied with the Navy. It can be seen in Figure 1 that more CPOs in the Clerical Group and in the Aviation Group said that they would not stay in the Navy if they could start over than CPOs in the Deck group.

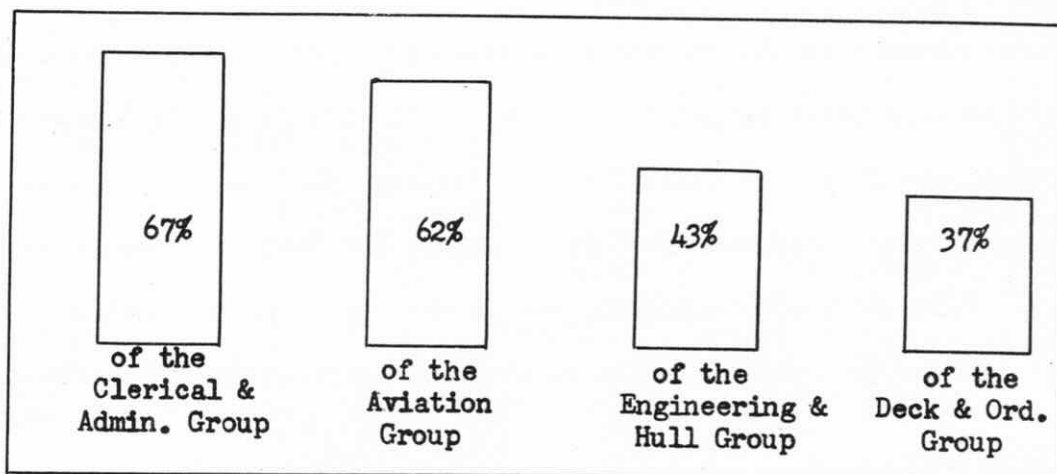


Fig. 1. Percentage of Chiefs in each rating group who said that they would not stay in the Navy if they could start over.

1. What CPOs Like About the Navy.

Among most liked aspects of the Navy, those which the CPOs in the sample mentioned most frequently were (a) travel and sea duty (referred to by 36%¹ of the group); (b) security (36%); and (c) retirement (35%). Next in order were income and benefits in general (26%), broadened outlook and educational opportunities (19%); specific benefits such as medical treatment, Navy Exchange privileges, and insurance (18%); and associations and friendships in the Navy (17%).

2. What CPOs Dislike About the Navy²

The least popular aspect of the Navy among the respondents was that of rotation and assignment policies, which was mentioned by 37% of the sample. Some of these responses centered around inequities, such as certain ratings being favored over others, single men suffering at the expense of married men, and vice versa. Other CPOs mentioned the impossibility of planning in advance, and described the financial and personal inconveniences of frequent transfers.

Next in frequency was dissatisfaction with the amount of time spent at sea, away from one's family.³ This was mentioned by 33% of the CPOs in the sample. The men responding in this manner indicated that a normal family life was impossible in the Navy; that even the little time in the States had to be spent largely away from home. However, many of the respondents also added statements such as, "I fully understand that the job of the Navy must take him away from home."

¹ Percentages referred to are not cumulative since more than one response was given by CPOs.

² The main emphasis in this report has been placed on sources of dissatisfaction since this type of information would presumably be used in efforts to improve conditions.

³ Eighty-six percent of the CPOs in the sample were married.

Dissatisfactions with Junior Officers were next in order of importance. One-fourth of the respondents talked about inefficiency, ineffectual leadership and "wrong" attitudes, and 17% remarked that officers exercise too much authority and show too little respect for the CPO.

Another 17% of the sample maintained that pay and benefits were inadequate. About 15% stated that too much time was spent in stateside exercises which could equally well be conducted during an overseas tour. The lack of advancement opportunities for CPOs was mentioned by 13% of the sample.

More than 10% of the respondents indicated (a) too much duty and not enough liberty, (b) the lack of authority and responsibility of the CPO, and (c) the inadequate number and/or quality of available enlisted men.

Figure 2 shows that complaints about family separation originate mainly with married men and that they feel most acutely the lack of opportunities for further advancement in the Navy.

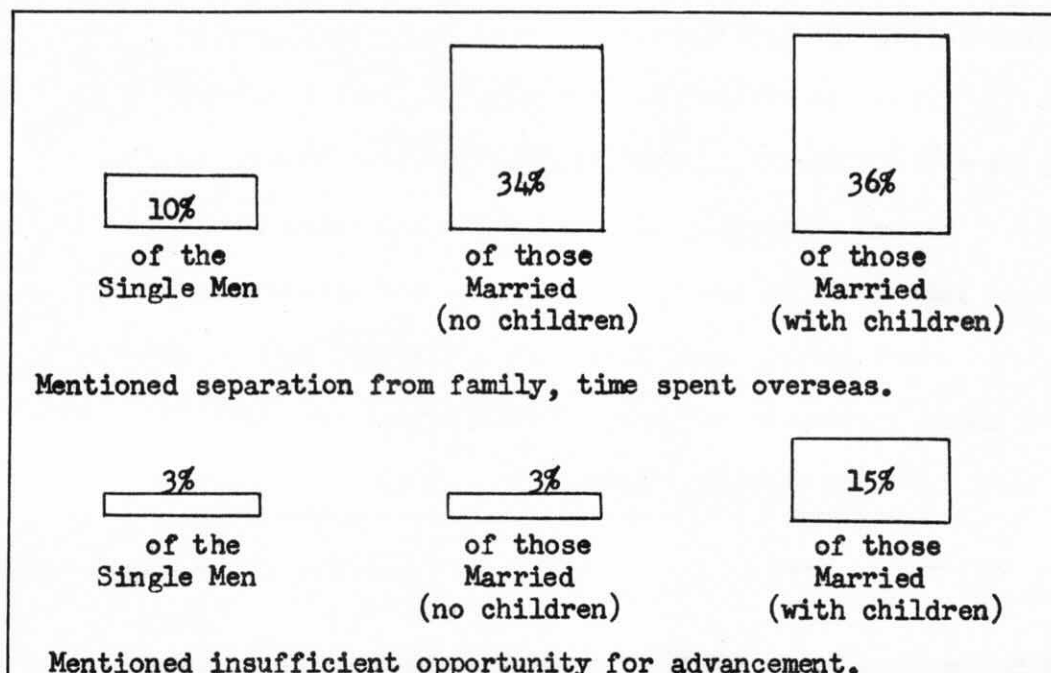


Fig. 2. Least liked aspects of the Navy mentioned by unmarried CPOs and married CPOs with and without children.

3. What CPOs Would Like to See Changed About the Navy

Table 1 lists the changes in the Navy suggested by more than 10% of the CPOs in our sample. By far the highest ranking item in the list is that calling for more responsibility and authority for the CPO. "A CPO should be a supervisor and so treated," writes one of the Chiefs. Others suggest that the CPO should not assume all the tasks that someone else does not want to do, or be an officer for watch standing and other similar purposes and a "white hat" for other purposes. Still others indicate that CPOs should be consulted with regard to problems affecting their men and should be better informed about impending plans.

TABLE 1

Desired Changes in the Navy Mentioned by More Than
Ten Per Cent of the Chiefs in the Sample

Suggested change	Per cent of Chiefs who suggested change
More responsibility and authority for the CPO	42%
More backing, recognition; less interference	28
More prestige, privileges of rank	24
Assignment and transfer policy changes	16
Pay increases	15
More advancement opportunities	14
Better living conditions, quarters	11

It can be seen that the changes most desired by the CPO relate to a restoration of his role as a leader and supervisor, with the privileges and responsibilities that go with this role.

4. Why Some CPOs Feel They Would Not Stay in the Navy If They Could Start Over

Table 2 lists the reasons given by CPOs in the sample for answering "no" to the question "If you could start all over again today, do you think you would remain in the Navy for as long as you have?"

Almost two-thirds of the group said that they would not remain in the Navy because civilian life offered more opportunities than Navy life, including more pay and frequently equal security and fringe benefits. Many men indicated that an added advantage of civilian life was the absence of the hardships peculiar to Navy life, such as collateral duties, regimentation, and the necessity of spending time at sea, away from one's family. Too much time away from family was given as a reason in its own right by one-third of the group. Emphasis was placed on the hardships Navy life placed on the family and on the desirability of spending time at home.

Attractiveness of civilian life and inability to lead a normal family life and several of the other responses listed in Table 2 reflect various changes that have taken place since the CPOs in **the** sample enlisted in the Navy. Twenty years ago this country was just recovering from a depression. Today industry is prosperous, and offers many incentives and benefits. The average CPO, when he enlisted, came into the Navy as an adolescent who had little opportunity in civilian industry. So the question "Would you remain in the Navy if you could do it over?" is now answered by a family man with considerable work experience who compares the Navy to current opportunities in industry.

B. CONCLUSIONS

It is not surprising to find that not all CPOs are equally satisfied with the Navy, and that Navy life pleases them and annoys them in different

TABLE 2

Reasons Given By Those CPOs Who Said That They Would Not
Remain in the Navy if They Could do it Over

Reason	Per Cent of the Group Who Gave This Reason
Civilian life is more attractive	63%
Impossible to lead a normal family life in the Navy due to sea duty	32
Would like to have continued education	15
Retirement unattractive	11
Present Navy not like Old Navy	10
Unqualified officers	8
Unfair sea-shore rotation	7
Low pay; benefits too few	5
Not enough prestige	5
No advancement for CPOs	5

ways. It has been shown that CPOs in the Aviation and the Clerical-Administrative groups tend to be less satisfied with the Navy than Chiefs in the Engineering Hull group and the Deck and Ordnance groups. CPO's who said that they would not remain in the Navy if they could start over elaborated by talking in terms of the attractions of civilian life. It seems that Chiefs who exercise skills in the Navy for which a demand exists in civilian industry are more prone to compare the Navy with outside employment and find the comparison unfavorable to the Navy.

Most of the items frequently mentioned among liked aspects of the Navy were financial and economic benefits. Since these are things which are found in industry also, their attractiveness places the Navy in competition with civilian employment. This would be less true for the CPOs who find travel and sea duty attractive.

In directing efforts to ~~improve~~ the conditions of Naval service for the CPO, it might be well to consider suggestions made by the CPOs themselves for more responsibility, more backing, and more prestige.

DETERMINANTS OF CHIEF PETTY OFFICER ATTITUDES
TOWARD THE NAVY

Mane H. Toch

U.S. Naval Personnel Research Field Activity
San Diego 52, California

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Approved by:

E.E. Dudek, Chief Scientist
L.V. Gordon, Director, Personnel
Measurement Research Division
A.V. Anderson, Head, Proficiency
Measurement Branch

Study Director

Adolph V. Anderson

Research Staff

Hans Toch, PN3, USN

Statistical Consultant

William J. Noonan

SUMMARY

A. STATEMENT OF THE PROBLEM

The study aims at isolating the principal sources of dissatisfaction that could adversely affect performance of CPOs in the Navy. An attempt is also made to compare the relative importance of problem areas to various groups of CPOs.

B. PROCEDURES

A total of 298 open-ended questionnaires was collected from a stratified sample of CPOs during June through August 1956 in the Long Beach and San Diego areas. Responses were content analyzed and the resulting data were subjected to statistical analysis.

C. RESULTS

1. Among the rating groups in the sample, the Deck-Ordnance group shows the highest morale, and the Aviation group ranks lowest.

2. Travel opportunities and material benefits rank foremost among "most liked" aspects of the Navy. Of these items, travel was mentioned significantly less frequently by low morale CPOs.

3. Assignment and transfer complaints and others relating to family separation and sea duty head the list of "least liked" aspects of the Navy. They are followed by complaints about Junior Officers. Both assignment and officer complaints were mentioned more frequently by low morale respondents. CPOs in the four rating groups differed in the frequency of mention of several items.

4. Status improvement was the most frequently mentioned category of desired changes in the Navy. Advancement opportunities and financial improvements were brought up more frequently by the low morale group.

5. Two-thirds of the respondents who indicated they would not stay in the Navy if they could start over, gave reasons relating to the attractiveness of civilian life.

D. CONCLUSIONS

The study has isolated several critical items among the questionnaire responses, comprising the most frequently mentioned items and those mentioned by different proportions of satisfied and dissatisfied respondents. It was concluded that it is characteristic of low morale CPOs to regard the Navy as less attractive in comparison with civilian life.

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DETERMINANTS OF CHIEF PETTY OFFICER ATTITUDES TOWARD THE NAVY

A. STATEMENT OF THE PROBLEM

1. Purposes of the Project

The following represents an effort to isolate areas of Navy life which most directly affect the morale of Chief Petty Officers in the Navy. This project was initiated because of concern with lowered morale of CPOs, hence the emphasis is on negative or problem areas. However, data will also be presented on career aspects which are sources of satisfaction for the Chief Petty Officer.

The present project was exploratory in nature. The main purpose was that of isolating and defining principal sources of dissatisfaction, with a view to more intensive exploration of these areas in later studies. Subordinated to this goal was an attempt to obtain an indication of the relative importance of problem areas for various groups of Chief Petty Officers: Do Chiefs who are dissatisfied with the Navy cite problems different from those mentioned by others? Are some areas of special or exclusive concern to Chiefs in one or another of the Navy's rating groups? Does marital status or length of time in the Navy influence the nature of the problems Chiefs regard as critical? These are vital questions, since they can pinpoint appropriate target groups for corrective measures.

2. Background of the Problem

Tradition has labeled the Chief Petty Officer the "backbone of the Navy" and an examination of his role confirms this diagnosis. In close analogy to his civilian counterpart, the foreman in industry (5), the CPO provides the critical link between the administrative group and the working crew. In this capacity he combines leadership functions with a necessarily thorough knowledge of the operations he supervises. He is at once a highly skilled technician, a status figure, a leader, and a point of contact and communication. This places the CPO in a position to exercise considerable influence on efficiency and morale. His own morale cannot but be reflected in the morale of his shipmates.

A number of objective factors can be pointed to as possible reasons for low CPO morale. For one, the Chief has been slowly but surely relinquishing authority and responsibility to the

Junior Officer: "The downward trend had begun in the early nineteen twenties, when the finding of employment for the many excess junior officers had taken away some of the duties of the chiefs' ratings, mainly of leadership" (7, p. 1105). Investigations have pointed to the resentment with which this trend has met. Yost, who interviewed a number of Petty Officers, reports that his interviewees "immediately guided the conversation to the relationship existing between the petty officers and the commissioned officers" (10, p. 48). Surveys of separatees from the Navy, such as that of Bare (1) rank relations to superiors as the most frequently encountered complaint. Analogous findings have been reported for other armed services (e.g., 6). It has been recognized that authority commensurate with responsibility is a prerequisite for high morale (3, p. 38, cit. 2, p. 18), so that these findings are anything but surprising.

Another objective factor adverse to CPO morale is the improvement in civilian working conditions since the days in which the bulk of today's Chiefs entered the Navy. Morale in any organization is a product of factors both within and without that organization (3, p. 2). What may have seemed great attractions in the Navy when viewed against the background of the waning depression, may appear flagrant disadvantages when compared to incarnate prosperity statistics. The trend in civilian employment conditions therefore constitute another possible threat to CPO morale.

To what extent have such factors affected the morale of Chief Petty Officers? What are the critical determinants of CPO morale, and indirectly, of CPO efficiency? The present paper deals with these questions.

B. PROCEDURES

A questionnaire was designed for the purposes of the project. This questionnaire (Appendix A) contains background questions relating to rating, marital status, length of time in the Navy, and retirement intentions. Two items were included permitting a grouping of respondents into a low morale and a high morale group. One was the dichotomous question "If you could start all over again today, do you think you would remain in the Navy for as long as you have?" The second was a six-point self-rating scale in response to the question "In general, how satisfied are you with your life in the Navy?"

The main body of the questionnaire consisted of the following four open-ended items: (a) "What aspects of Navy life would you say you like most?" (b) "What aspects of Navy life would you

say you like least?" (c) "What changes could the Navy make to benefit the CPO?" (d) (In the case of respondents who indicated they would not stay in the Navy if they could start over again) "What would your reasons be?" Also included were two questions concerning training in leadership and human relations.

The questionnaire was filled out anonymously. In the instructions full and frank responses were requested, and it was indicated that the data were to be used for research purposes only. In order to minimize biasing factors in administration, Chief Petty Officers were used for the distribution and collection of the forms.

A total of 297 questionnaires was collected during June through August 1956 at various fleet and shore installations in the Long Beach area, and at the Miramar and North Island Naval Air Stations, San Diego.¹ The sample had been stratified so as to make it roughly representative of the distribution of CPOs in major Navy rating groups.

Responses to the CPO Questionnaire were content analyzed, and the coded data transcribed on IBM cards.² Response items were then tabulated against background data and level of morale, and tested for homogeneity. Items which showed significant deviations from homogeneity at the .05 level or above were submitted to further statistical analysis. In the case of these items Duncan's Multiple Range Test (2) was used, modified so as to permit the comparison of pairs of proportions based on different sample sizes.

C. RESULTS AND DISCUSSION

The obtained sample of respondents is described in Table 1. The four rating groups are represented in rough proportion to their relative frequency in the Navy.³ As will be noted, the great majority of respondents are married; 73% of the sample are married with children; 74% of the Chiefs have spent 15 to 20 years in the Navy; 81% plan to retire after completing 20 years of service.

¹Given this sample, the possibility of regional bias cannot be ruled out. Ideally, surveys of this type should cover wider geographical areas.

²For a listing of the code items used in the analysis, see Appendix B.

³Appendix C contains a frequency breakdown of the ratings included in the sample.

TABLE 1
Composition of the Sample

	Per Cent Respondents (N=297)
<u>Rating groups</u>	
Deck and Ordnance groups	33%
Clerical and Administrative group	17
Engineering and Hull group	26
Aviation groups	24
<u>Marital status</u>	
Single	10%
Married (no children)	13
Married (children)	73
Divorced, widowed, etc.	4
<u>Years in Navy</u>	
14 years or less	14%
15 - 17 years	41
18 - 20 years	33
21 - 25 years	9
26 years or more	3
<u>Retirement plans</u>	
Retire at 20 years	61%
20 - 30 years	6
Retire at 30 years	11

1. Retirement Plans

Table 2 contains a breakdown of respondents who plan to retire at 20 years, at 30 years, and between 20 and 30 years, by length of time spent in the Navy. Very few of the Chiefs who have spent less than 20 years in the Navy indicated planning to remain over twenty years. Of the 25 Chiefs who have been in the Navy between 21 and 25 years, 15 (60%) do not intend to remain for 30 years. Only those respondents who have spent 26 years or over in the Navy all plan to retire after 30 years of service. These figures, taken together, seem to indicate that the majority of Chiefs intend to leave the Navy at the earliest convenient retirement date. This may perhaps be regarded as a preliminary indication of comparatively low morale.

TABLE 2

Retirement Plans as a Function of Length
of Time in Navy

Time in Navy	N	Per Cent Who Plan to Retire		
		at 20 years	at 20-30 years	at 30 years
14 years or less	38	96%	2%	2%
15 - 17 years	124	92	3	5
18 - 20 years	97	93	2	5
21 - 25 years	25	—	60	40
26 years or more	9	—	—	100

2. Satisfaction With the Navy

Table 3 summarizes responses to the question, "If you could start all over again today, do you think you would remain in the Navy for as long as you have?" Almost half the respondents indicated they would not, despite the fact that a negative reply called for elaboration. Since the data in Table 3 represents hypothetical behavior, and comes close to being an operational criterion of morale, it is probably safe to regard the respondents who answer "no" as a low morale group.

TABLE 3

Per Cent of Respondents Indicating They Would or Would Not Stay in the Navy if They Could Do It Over Again

Intention to Stay	Per Cent Respondents (N=297)
Would	49%
Would not	48
Don't know	2
No answer	1

Self-ratings of morale have been recorded in Table 4. The most frequently checked items in the scale are "quite satisfied" and "moderately satisfied." This would indicate a relatively high level of satisfaction, were it not for the fact that a tendency exists for people to rate themselves as being happier than they really are (8). The psychological neutral point in happiness self-ratings could be regarded to lie above the neutral point of the rating scale, if an adjustment can be made for over-estimates.

TABLE 4

Satisfaction With Life in the Navy: Per Cent of Respondents Checking Each Item

Degree of Satisfaction	Per Cent Respondents (N=297)
Very satisfied	16%
Quite satisfied	28
Moderately satisfied	39
Somewhat dissatisfied	14
Quite dissatisfied	2
Very dissatisfied	1

Table 5 provides the basis for making such an adjustment in our scale. Although more "very satisfied" and "quite satisfied" respondents indicated they would (rather than would not) stay in the Navy, more "moderately satisfied" Chiefs stated that they would not stay. If we accept the would (would not) question as a criterion, the neutral point in the scale would lie somewhere between "moderately satisfied" and "quite satisfied." The scale could be divided into a low morale and a high morale group, with the latter including the "moderately satisfied" respondents. The six items in Table 5 were dichotomized in this fashion, and the two types of classification (high-low morale and would-would not stay) were tested for independence. The hypothesis was rejected ($\chi^2=54.68$, $df=1$) at the .01 level of confidence. This makes it possible to appropriately assign respondents who rate themselves as "moderately satisfied" among the low morale group.

TABLE 5

Satisfaction With the Navy of Respondents Who Would
or Would Not Stay in the Navy

Degree of Satisfaction	Per Cent Respondents	
	Would Stay (N=146)	Would Not Stay (N=143)
Very satisfied	26%	6%
Quite satisfied	39	16
Moderately satisfied	31	48
Somewhat dissatisfied	4	24
Quite dissatisfied	---	3
Very dissatisfied	---	3

Irrespective of whether morale is dichotomized according to the criterion question or the weighted self-ratings, roughly half the sample may be labeled as having low morale. Considering that CPOs constitute the hard core of career Navy personnel, this proportion is surprisingly high. Is it due primarily to certain groups of Chiefs rather than others? To answer this question, the hypothesis was tested (for each morale question) that morale is independent of rating, marital status, and length of time in the Navy. In the case of marital status, the hypothesis could not be rejected ($\chi^2=.52$, $df=2$). Rating groups, however,

yielded chi-squares of 17.69 and 15.93 for the two morale questions, which are significant at the .01 level ($df=3$). The hypothesis that morale does not differ among rating groups is therefore untenable. Morale was also shown to differ for Chiefs who have spent varying amounts of time in the Navy ($\chi^2=10.87$, $df=4$). The question posed next was where these differences resided.

3. Rating and Satisfaction With the Navy

How do Chiefs in our four rating groups differ in morale? Which groups are significantly different from which? A modified version of Duncan's Multiple Range Test ($\alpha=.05$) was used to answer these questions. The percentages tested were those in Tables 6 and 7.⁴ Table 6 contains the percentage of respondents in each rating group who indicated that they would or would not stay in the Navy if they could do it over. Respondents in the Deck, Ordnance, and Engineering groups show a greater tendency to be satisfied with the Navy than respondents in the Clerical and Aviation groups.

TABLE 6

Per Cent of Respondents in Rating Groups Indicating They Would or Would Not Stay in the Navy

	Deck- Ordnance (N=99)	Clerical (N=51)	Engineering (N=77)	Aviation (N=70)
Would Stay	63%	33%	57%	38%
Would Not Stay	37	67	43	62

No significant differences were found between Deck-Ordnance and Engineering Chiefs, and between Clerical and Aviation Chiefs. However, the responses of both the Deck-Ordnance and Engineering

⁴A tabulation of percentage differences and significance data for items on which Duncan's Multiple Range Test is used are presented in Appendix H.

Chiefs differ significantly from those of Clerical and Aviation respondents. Aviation and Clerical Chiefs thus appear to constitute a lower morale group, and Deck-Ordnance and Engineering Chiefs a higher morale group. An analysis of Table 7, which uses satisfaction self-ratings to denote morale, gives a slightly different picture. In this case the Deck-Ordnance group alone significantly differs from the other rating groups, and Engineering joins Aviation and Clerical as a group having significantly lower morale.

TABLE 7

Satisfaction With the Navy of Respondents
in Rating Groups

	Per Cent Respondents in Rating			
	Deck- Ordnance (N=99)	Clerical (N=51)	Engineering (N=77)	Aviation (N=70)
Very satisfied, Quite satisfied	59%	37%	42%	29%
All other	41	63	58	71

Why are Chiefs in the Aviation and Clerical groups most dissatisfied with the Navy? What accounts for the relatively high morale of respondents in the Deck-Ordnance group? It may be premature to venture a guess. However, it can be noted that the professional training in ratings belonging to the Deck and Ordnance groups has little applicability and market value in a non-Navy context, whereas other ratings are easily absorbed into civilian industry. Moreover, an inspection of General Classification Test (GCT) scores as broken down by Navy occupational groupings by Merenda and Macaluso (4) shows a tendency for Aviation ratings to cluster among the top scores, and for Deck, Ordnance, and Engineering to fall among lowest ranking rating groups. The precise relationship, if any, between morale in the Navy and GCT scores warrants investigation.

An interesting point that may be parenthetically mentioned is that the respondents registering greatest satisfaction with the Navy belong to rating groups that have sea-shore assignment ratios in which sea duty predominates. Further reference will be made to this point below.

4. Time in the Navy and Morale

Tables 8 and 9 provide breakdowns of morale by length of time in the Navy. Both tables are significantly non-homogeneous ($\chi^2=10.87$ and 18.23 , $df=4$, $P=.05$). In each table, respondents who have spent 21 years or more in the Navy appear to have given greater proportions of high morale responses. Statistical analysis confirms this observation. In Table 8, which summarizes the data from the intention-to-stay question, Chiefs who have spent between 21 and 25 years in the service show a significantly higher proportion of "would stay" responses than those Chiefs who have spent less than 14 years in the Navy, and those who have been in between 18 and 20 years. No other percentages differ significantly. In the case of satisfaction self-ratings (Table 9) the 21-25 year group differs from each of the groups of Chiefs who have spent less than twenty years in. These are the only significant differences in the table. Those Chiefs who have not retired after twenty years appear to be a highly self-selected group of enlisted men, about whose morale the Navy has no occasion to worry.

TABLE 8

Per Cent of Respondents of Varying Time in the Navy
Indicating That They Would or Would Not
Stay in the Navy

	Years in the Navy				
	1-14 (N=40)	15-17 (N=125)	18-20 (N=97)	21-25 (N=25)	26+ (N=9)
Would Stay	43%	53%	42%	75%	67%
Would Not Stay	57	47	58	25	33

TABLE 9

Satisfaction With the Navy by Time Spent in the Navy:
Per Cent of Respondents in Each Group

	Years in the Navy				
	-14 (N=40)	15-17 (N=125)	18-20 (N=97)	21-25 (N=25)	26+ (N=9)
Very satisfied, Quite satisfied	35%	46%	33%	76%	67%
All other	65	54	67	24	33

5. Most Liked Aspects of the Navy

Table 10 provides a rank-ordered listing of items mentioned by respondents in answer to the question "What aspects of Navy life would you say you like most?" The two items which are tied for first place on this list are travel opportunities and security.⁵ These items were each mentioned by 36% of the sample. The third-, fourth-, and sixth-ranking responses cover material benefits of life in the Navy. The fifth item refers to the educational value of Navy life; Item 7 is that of associations and friendships, and Item 8 represents job satisfaction. Next in line are the Navy in general, the chance to learn a trade, advancement opportunities, and shore duty.

It is probably noteworthy that four among the top six items in Table 10 cover material advantages of the Navy. This suggests that the Navy is evaluated in the same terms as civilian occupations. The Navy is thus forced into financial competition with industry, if it is to retain its CPOs. This notion is reinforced by Table 11, which contains the two items in Table 10 which were mentioned significantly less frequently by the low morale group.⁶ As may be noted, travel is one of these items ($\chi^2=20.28$, $df=1$, $P=.01$). Since travel, for one, holds less

⁵Travel and Security are precisely the two most frequently cited sources of satisfaction of Army life in recent intensive interviews of Army enlisted men at Fort Ord (6).

⁶Appendix D gives various breakdowns for the items in Table 10 (liked aspects of the Navy). Appendixes E, F, and G contain similar tabulations for other open-ended questions.

TABLE 10

Percentages of Respondents For Each Liked Aspect
of the Navy Mentioned: Items in Rank Order

Item	Rank	Per Cent of Respondents (N=297)
Travel, going to sea, visiting foreign countries, variety of duty stations	1.5	36%
Security	1.5	36
Retirement benefits, early retirement	3	35
Steady income, fringe benefits	4	26
Broadened outlook, experience; educational opportunities	5	19
Miscellaneous benefits (medical, dependents, PX, insurance)	6	18
Associations, friendships	7	17
Interesting work, job satisfaction	8	13
Navy in general, Navy life, military life, Navy traditions	10.5	11
Chance to learn a trade	10.5	11
Opportunities for advancement; status, prestige	10.5	11
Good duty stations, shore duty	10.5	11
Navy food	13	5
Patriotism, defending country	14.5	4
Leave time, liberty	14.5	4
Clean living, living conditions	16	3
Efficient local command, operations, discipline	17.5	2
Uniform	17.5	2
Freedom of movement and action	19.5	1
Regular hours, routine	19.5	1

attraction for low morale personnel, the burden rests more heavily on direct or indirect financial compensation. An item other than travel which is less important to the low morale group than to the other respondents is the chance to learn a trade ($\chi^2=3.89$, $df=1$, $P=.05$).

TABLE 11

Most Liked Aspects of the Navy Mentioned Significantly Less Frequently by Respondents Who Indicated That They Would Not Stay in the Navy

Item	Per Cent Respondents	
	Would Stay (N=146)	Would Not Stay (N=143)
Travel, going to sea, visiting foreign countries, variety of duty stations	47%	24%
Chance to learn a trade	14	8

The opportunity to learn a trade in the Navy also is the one item in Table 10 responded to significantly differently by the rating groups used in this study ($\chi^2=11.56$, $df=3$, $P=.01$). In Table 12 a significant difference exists between the Aviation respondents (who placed the greatest premium on the chance to learn a trade) and the Deck-Ordnance group, who mentioned the item least. It is not surprising that the extent to which one has acquired a technical skill in the Navy is related to the value placed on Navy training.

Table 13 contains the liked aspect of the Navy mentioned by significantly different proportions of Chiefs who have spent varying amounts of time in the Navy ($\chi^2=13.58$, $df=4$, $P=.01$). The item, that of the broadening of outlook and experiences and of educational opportunities, was mentioned significantly more frequently by Chiefs who have spent between 21 and 25 years in the Navy than by each of the other groups. These constitute the only significant differences in proportions of responses given by the chronological groups to the free response questions used.

TABLE 12

Most Liked Aspect of the Navy Significantly
Different for Rating Groups

Item	Per Cent of Respondents in Rating Mentioning Item			
	Deck- Ordnance (N=99)	Clerical (N=51)	Engineering (N=77)	Aviation (N=70)
Chance to learn a trade	5%	14%	10%	19%

TABLE 13

Most Liked Aspect of the Navy Significantly Different
for Respondents With Varying Time in the Navy:
Per Cent of Respondents in Group

Item	Years in the Navy				
	0-14 (N=40)	15-17 (N=125)	18-20 (N=97)	21-25 (N=25)	26 + (N=9)
Broadened outlook, experience; educational opportunities	13%	18%	19%	44%	0%

6. Least Liked Aspects of the Navy

Table 14 summarizes answers to the question "What aspects of the Navy would you say you like least?" The top item, which was mentioned by 37% of respondents, comprises complaints about assignments and transfers, such as the following:

"I dislike the idea of never being able to plan in advance. You are never too sure where you will be from day to day."

"The greatest dislike I have had in the past is upon transfer to a new station. Such as going to shore duty. The duty is half over unless you have the money to buy a house or get established. I had a fair bank account until I had three moves to stations closing down and transfers of squadrons. Never will I catch up."

TABLE 14

Percentages of Respondents for Each Disliked Aspect
of the Navy Mentioned: Items in Rank Order

Item	Rank	Per Cent of Respondents (N=297)
Unfair sea shore rotations, assignments, transfers, impossibility of making plans	1	37%
Separation from family, time spent overseas	2	33
Jr. (Reserve) Officers don't know their jobs, are ineffectual as leaders; have wrong attitudes	3	25
Jr. (Reserve) Officers exercise too much authority, too little respect for CPO	4.5	17
Pay too low; civilian jobs pay more; benefits too few, meaningless; retirement, reenlist- ment benefits low; should not pay income tax	4.5	17
Training policies, in states; too many exercises, should be held overseas, local operations	6	15
CPO cannot advance; unfair promotion system, no reward, incentive; no place to go; commissions too difficult; compulsory retirement	7.5	13
Poor living quarters on ship; poor housing	7.5	13
Too much duty; not enough liberty for CPO; watches; no liberty boats	10	11
CPO lacks authority, responsibilities, can't enforce orders, too much low level work	10	11
Undermanned; turnover of E.M. too rapid, poor quality E.M.	10	11
Enlisted men are treated too laxly, not enough discipline, UCMJ; E.M. have too many privileges	12.5	10
Poor medical care for dependents	12.5	10
CPO lacks prestige, status, privileges	14	9
No backing from officers in dealing with E.M., tendency to go over CPO's head	15	8
Navy policies, regulations; red tape; way Navy does things, "New" Navy	16.5	6
Overhauling and repair policies; home yard vs. home port, changes in home port	16.5	6
Civil service workers take jobs; no respect; I.D. cards at PX, get too many privileges	18	4

TABLE 14 (continued)

Item	Rank	Per Cent. of Respondents (N=297)
Inadequate training facilities, schools, educational opportunities	19	3%
Degrading treatment in receiving stations	20.5	2
CPOs themselves have poor attitude	20.5	2
Uniform changes; bridge coat, whites	22.5	1
Ship's service; exchange	22.5	1

"The irregularities in the shore duty rotation, wherein certain men complete an entire enlistment, without having left the states or being aboard ship, while others only spend a year or so in the States, and then possibly only getting port and starboard liberty, when not on training cruises."

"I personally have been transferred three times because I was single. I am not growling about the transfers because I probably would have taken them anyhow. What I don't like is the general assumption in the Navy that all single men should be at sea so you get sent anyway whether you have been on the station 2 years or 2 weeks. The least they could do is ask if you would want a transfer."

A category related to the above is the second-ranking item in the list, which refers to separation from the family and sea duty. This type of complaint, which was registered by 33% of the respondents, is exemplified by the following:

"From what I have seen, the most obvious deterrent to Navy morale is the unhappiness, caused by departure of fleets from CONUS, to married personnel. It is an unhappy affair since many men want to go overseas voluntarily from other ships and stations. Therefore many are traveling unnecessarily away from their families."

"My biggest gripe, as I believe most others are is the fact that a man in the Navy isn't able to lead a normal family life. I fully understand that the job of the Navy man must take him away from home. But then after many months overseas he returns, a few weeks of leave and liberty and he's underway again week after week,--training, drills, and just general steaming. Granted,--training and drills are a must for an efficient fighting force. But over training and over drilling, to my way of thinking saps efficiency. It becomes such a routine, that all interest is lost, especially when a man is almost in sight of his home and family."

"I think every man who is married and has a family dislikes most of all in the Navy leaving his family. But we are all in the Navy and know it has to happen now and then."

Complaints about Junior Officers rank next highest in the list. One-fourth of the respondents complained about inefficiency, ineffectual leadership and "wrong" attitudes, and 17% indicated that Officers exercise too much authority and showed too little respect for the CPO. The following are sample comments about Officers:

"I dislike the system whereby a young stranger to both the Navy and the handling of men is supposed to be treated and respected as a God as soon as he gets a commission out of some ROTC or Reserve unit."

"Officers who have not had adequate training trying to personally oversee a job that they do not know how to do in the first place. This also would pertain to the officers who unnecessarily take authority from the CPO."

"Better selection of Reserve officers and a more thorough indoctrination in the handling of men would benefit a large section of the Navy. Too many are just putting in time with no real interest in the Navy. Men sense this, and career men resent their bluff and bluster. A good many talk to the enlisted men about their superiors in not very complimentary terms. I have yet to see the Academy officer I didn't admire. I may not have always liked them, but I certainly respected them."

Another 17% of the Chiefs complained about inadequate pay and benefits, as in the following illustrative excerpts:

"The low pay you receive compared with what you are required to know and the hours you have to put in is not enough. The low pay is the biggest gripe in the Navy today, from CPO to Airman. I feel a man is a fool to spend the best working years of his life in the Navy with its low pay when he can do much better on the 'outside' with half the effort. A man is lucky to make ends meet every month, let alone save for a home or a future after retirement."

"Retirement pay and privileges need a huge boost to make it worth the promises originally given. Don't make us beg for what we have earned. We have earned a lot for 20 years of occupational hazards of Navy life, such as divorce, separations, and many, many heartaches that civilians will never understand."

The next ranking complaint concerns the time spent in stateside training. It was frequently indicated that such exercises could equally well be conducted overseas. This item, which was mentioned by 15% of the respondents, may be illustrated by the following:

"The time overseas is always long with only a few operations and your time in the States is always short and the ship is always in operations, U.T.E., PHIB PAC. training, and you're never at home while you are in the States."

"What I or any one else cannot put up with is the continued operation when in the States. When in the States you are lucky if your ship is in 10 days a month; divide up your duty section and it can be seen the little time it gives you at home. That, frankly, is the reason the 2nd and 1st class are going out."

The next-ranking two items are the lack of advancement opportunities for CPOs (13%) and poor living conditions and housing (13%). Also mentioned by more than 10% of respondents were (a) too much duty and not enough liberty, (b) the lack of authority and responsibility of the CPO, and (c) complaints about the inadequate number or quality of enlisted men.

The importance of some of the most frequently mentioned items is accentuated by Table 15, which contains responses given significantly more frequently by the low morale group. As may be noted, three of the four items in Table 15 are among the top four responses of Table 14, and the remaining one ranks sixth in the list. These complaints, concerning assignment, Junior Officers, and stateside training, can therefore be regarded as diagnostic of conditions critically affecting CPO morale.

Table 16 contains a breakdown by rating groups of items which were responded to significantly differently by Chiefs in different ratings. Some of these items were mentioned more frequently by Aviation Chiefs than by other respondents. Low pay and poor housing fall into this category; the Aviation group's mention of these items is significantly higher than that of the other three groups. Advancement opportunities were mentioned significantly more frequently by Aviation Chiefs than by Engineering and Deck-Ordnance Chiefs. The Aviation group also showed a greater concern than the Deck-Ordnance group about the lack of CPO authority and responsibility.

On the other hand, stateside training and exercises appear to be of relatively little concern to Aviation Chiefs, and of significantly greater importance to Engineering and Deck-Ordnance Chiefs. The Deck-Ordnance group in turn, seem to be significantly less disturbed about Officers than the Clerical and Aviation Chiefs. Engineering Chiefs are the least concerned about discipline, and Aviation Chiefs mentioned this problem most frequently. It is evident from these data that the problem areas important to a Chief are related to his rating in the Navy. Rating is therefore a variable that has to be kept in mind when considering measures for the improvement of morale.

Table 17 contains least liked items which are differentiated by marital status. Single men are shown to be significantly less concerned about time spent overseas ($\chi^2=7.60$, $df=2$, $P=.05$). We also find that married men with children are the group that is

TABLE 15

Least Liked Aspects of the Navy Mentioned Significantly
More Frequently by Respondents Who Indicated That
They Would Not Stay in the Navy

Item	Per Cent Respondent		Chi-Square (df=1)
	Would Stay (N=146)	Would Not Stay (N=143)	
Unfair sea shore rotations, assignments, transfers, impossibility of making plans	30%	45%	6.56**
Training policies, in states; too many exercises, should be held overseas, local operations	9	22	8.03**
Jr. (Reserve) Officers don't know their jobs, are ineffectual as leaders; have wrong attitudes	17	33	8.68**
Jr. (Reserve) Officers exercise too much authority, too little respect for CPO	12	22	4.49*

*Item significantly different at the .05 level.

**Item significantly different at the .01 level.

TABLE 16

Least Liked Aspects of the Navy Significantly Different for Rating Groups

Item	Per Cent of Respondents in Rating Mentioning Item					Chi-Square (df=3)
	Deck- Ordnance (N=99)	Clerical (N=51)	Engineering (N=77)	Aviation (N=70)		
Training policies, in states; too many exercises, should be held overseas, local operations	16%	16%	25%	3%		13.75**
Jr. (Reserve) Officers exercise too much authority, too little respect for CPO	7	29	16	21		13.84**
Enlisted men are treated too laxly, not enough discipline; UCMJ; E.M. have too many privileges	11	8	1	20		14.52**
CPO lacks authority, responsibilities, can't enforce orders, too much low level work	6	14	9	20		8.57*
CPO cannot advance; unfair promotion system, no reward, incentive; no place to go; commissions too difficult; compulsory retirement	14	6	5	23		12.94**
Pay too low; civilian jobs pay more; benefits too few, meaningless; retirement, reenlistment benefits low; should not pay income tax	11	12	8	40		34.02**
Poor living quarters on ship; poor housing	8	8	6	29		21.90**

*Significantly non-homogeneous at the .05 level of confidence.

**Significantly non-homogeneous at the .01 level of confidence.

mainly responsible for complaints about advancement opportunities not being open to CPOs ($\chi^2=6.73$, $df=2$, $P=.05$). It seems to be this group who experiences most acutely the fact that most Chiefs in the Navy sooner or later find themselves with no further place to go.

TABLE 17

Least Liked Aspects of Navy Significantly Differentiated by Marital Status

Item	Per Cent Respondent in Each Group Mentioning Item		
	Single (N=29)	Married No Children (N=38)	Married Children (N=217)
Separation from family, time spent overseas	10%	34%	36%
CPO cannot advance; unfair promotion system, no reward, incentive; no place to go; commissions too difficult; compulsory retirement	3	3	15

7. Desired Changes in the Navy

One of the questions posed in the survey was what changes the Navy could make to benefit the CPO. The responses are listed in rank order in Table 18. By far the leading item is one demanding more responsibility and authority for the CPO. This category of responses was given by 42% of the total sample. The following excerpts illustrate the types of items mentioned:

"CPOs should be recognized as such, given the responsibility and authority of the rate; not assume all the tasks that someone else does not want to do; CPOs should delegate to lesser rates, instead of performing himself while others watch."

TABLE 16

Percentages of Respondents Specifying Changes in the Navy
That Would Benefit the CPO: Items in Rank Order

Item	Rank	Per Cent of Respondents (N=297)
More responsibility for CPO; consult CPO in making policies; keep him informed; more authority; let CPO run division; delegate authority to PO	1	42.8
More backing; respect, recognition; less interference from officers, follow chain of command	2	28
More prestige; privileges for rank of CPO	3	24
More shore duty, fairer assignment and transfer policies; establish overseas fleet (volunteer); information regarding assignment; cut out stateside training	4	16
Better pay; inducement; lower taxes; fairer pay scale for single men	5	15
More advancement opportunities to commissioned ranks	6	14
Better living conditions, quarters	7	11
CPOs themselves should improve; eliminate deadbeats; freeloaders	8	10
Better training for Jr. Reserve Officers: Eliminate reservists, mustangs; improve officers	9	6
More liberty, liberty boats; recall liberty cards and let CPO request liberty	11	5
Better retirement benefits, policies	11	5
Compulsory schools in rates and more schooling	11	5
More consistent policies and adherence to policies, more information, less changes of command	14	4
CPO should be permitted to wear civilian clothes off and on ship	14	4
More, better men to work with, correct shortage, improve training of E.M.	14	4
Take CPO off watch list, JOOD watches, etc.	16	3
Reduce excess of CPOs in certain rates, billets	17	2
More medical care for dependents	19.5	1
Better treatment at receiving stations	19.5	1
Improve CPO Clubs	19.5	1
Change uniform; greens; eliminate whites	19.5	1

"Give the CPO back his authority--don't make him an officer for watch standing and other similar purposes and a white hat for other purposes. Each CPO has one and a fraction 'Bosses'--get rid of some to relieve this situation or (and this is just a suggestion) assign more to staff work so that the situation is more nearly equalled. Let the CPO run his own division--if he cannot, get rid of him."

"Give the CPO control of the liberty for the men under him and control of the watch lists...Assign CPOs to military duties as CPOs, not just to fill up a watch list...Give CPOs more collateral duties and responsibilities, so that he has more of a hand in what is going on."

"Higher echelons (should) acknowledge the experience and recommendations of their CPOs and not just shrug them off."

"When making plans or using ideas that affect the men--talk it over with the CPOs before putting such plans in effect. Talking it over would eliminate the unworkable items, I believe. Don't let the CPO be the last to hear about it. When an unworkable idea or plan is put into effect it's the CPO who the men ask 'why' or 'how'."

"A CPO should be a supervisor and so treated."

The second and third items in Table 18 can be regarded as falling into the same cluster as the first item, in that they are also related to status. The second item deals with relative status of CPOs and Junior Officers, and includes themes such as the following:

"Let (the CPO) get the job done instead of having an officer get the job done by the Chief. The present day officers are taking the Chief's job and are giving the Chief the task of actually doing the job."

"Let the Junior Officers know they usually have a CPO in their division with lots of experience and not try to run the chief down before his men."

"In most cases the officers are not backing the CPOs as much as they should. They are allowing the men to go over the heads of the CPOs much too often. The old saying 'go through the chain of command' is the thing of the past and should be brought back. Of course this can only be done by the CPO himself, but then we go back to the program of teaching the officers to respect the decision and responsibility of the CPO."

There are also terser statements such as "Stop the petty and unnecessary pushing around by these college dukes."

A total of 23% of respondents mentioned items falling into the category as a whole. Another 24% called for more prestige and privileges, which is the third-ranking item on the list. One excerpt may suffice to illustrate the category:

"Restore the degree of respect that there used to be for the chiefs and senior petty officers. A leading seaman used to command more respect and be afforded more privileges than are the senior P.O.s now."

The three status items are followed by the following responses: Improvements in assignment and transfer policies and practices (16%); financial and economic improvements (15%); more advancement opportunities (14%); better living conditions (11%); and improvements among CPOs themselves (10%).

It is interesting to note that suggested improvements do not follow the priorities assigned to disliked aspects of the Navy by the Chiefs. As will be recalled, the most disliked aspects of the Navy, according to Table 14, were rotation and assignment practices and sea duty. There is evidently some recognition on the part of respondents that many of these unpalatable aspects of Navy life are inevitable by-products of a Navy career and not easily subject to correction. The same appears to hold for alleged officer inefficiency, since suggestions for improvement in this area mainly center around officer attitudes toward CPOs.

It is also noteworthy, in view of the fact that economic advantages were stressed among favorable aspects of the Navy (Table 10), that economic improvements only rank fifth among suggested change items, a rank similar to that of economic complaints (Table 14). It would seem that pay and benefits are by no means the most important morale-related CPO problem in the Navy today. It will be noted in Table 19, however, that the economic improvement item was mentioned significantly more frequently by the low morale group ($\chi^2=6.52$, $df=1$, $P=.05$). The item is therefore far from non-critical. The same holds for the desire for more advancement opportunities to commissioned ranks. The difference between high and low morale response frequencies for this item yields a chi-square of 5.13, significant at the .05 level ($df=1$).

8. Reasons for Leaving the Navy

Table 20 lists the reasons given by respondents for answering "no" to the question "If you could start all over again today, do you think you would remain in the Navy for as long as you have?"

TABLE 19

Desired Changes in the Navy Mentioned Significantly More
Frequently by Respondents Who Indicated That
They Would Not Stay in the Navy

Item	Per Cent Respondents	
	Would Stay (N=146)	Would Not Stay (N=143)
More advancement opportunities to commissioned ranks	6%	19%
Better pay; inducement; lower taxes; fairer pay scale for single men	7	20

TABLE 20

Percentages of Respondents Giving Reasons Given Why
They Would Have Preferred Not Remaining in Navy:
Items in Rank Order

Item	Rank	Per Cent of Respondents (N=143)
Civilian life attractive, more opportunity, more pay	1	63%
Impossible to lead normal family life, sea duty	2	32
Would like to have continued education	3	15
Retirement unattractive, pension too low	4	11
Navy degenerated and not like old Navy	5	10
Officers, Junior Officers	6	8
Unfair sea shore rotation	7	7
Low pay, benefits too few	9	5
Not enough prestige	9	5
No advancement for CPOs	9	5

Almost two-thirds (63%) of those indicating they would not stay gave as a reason the fact that civilian life is more attractive, and offers more opportunity and more pay. The following are sample responses in this category:

"At the time I enlisted in the Navy jobs were very difficult to find. So I enlisted to have a job--Nowadays a person can get a job very easily, and with unions exerting such a powerful influence on the labor scene I look for the work week to be cut to four days soon. Most companies have retirement plans, low cost insurance, cheap hospital plans, overtime. Together all these add up and balance out the opportunities which the Navy offers to a young man nowadays."

"Security presented by the Navy is not adequate to offset the advantages of being considered a human element of society."

"The chances for advancement are much greater on the outside for a man than in the service. Also when you have a job on the outside you work only at your own job and don't have to worry about duty nights, mess cooking, side boys and other miscellaneous responsibilities that a man has to put up (with) in the service."

"I firmly believe that any man who works and studies hard enough to make the rating of CPO in a reasonable length of time, would apply himself equally as much in industry and would far exceed any position he may obtain in the service including retirement, hospitalization and medical, insurance, low cost merchandise, travel and most any of the so called fringe benefits."

Sea duty and the impossibility of leading a normal family life in the Navy is the next-ranking item, and was mentioned by 32% of those indicating they would not stay. It was often cited with other considerations as a reason why civilian life would be more attractive:

"I can provide better for my family as a civilian and be with them more."

"At the present time being at home with my family means more than before I reenlisted the first time. I was single then."

"Moving too often leaving the family, and getting everything packed and moved every few years. It makes it rough for the family, also for children changing from one school to another. Family life is cut down quite a bit."

"Personally, I am of the opinion that a father's place is in the home."

The next most popular reasons for not staying in the Navy were the desire to have continued one's education (15%), the relative unattractiveness of retirement from the Navy (11%), and the feeling that the Navy has degenerated and lost the qualities of the "Old" Navy (10%). Pay and benefits ranks relatively low among the reasons given, and was mentioned by only 5% of respondents in the subsample.

It appears that dominant considerations underlying regret about staying in the Navy derive from an implicit or explicit comparison of Navy life with contemporary civilian life. The Chief may feel that he would rather be a civilian, not because he does not like the Navy or some aspect of it, but because he thinks he would be relatively better off outside the Navy. The benefits civilian life holds today did not exist at the time of the CPO's first enlistment and reenlistment. Industry during the depression did not offer the incentives it does today. Advancement opportunities exist for the Seaman or Junior Petty Officer, whereas the Chief can only look forward to semi-retirement. Sea duty and travel holds attractions for the carefree and unattached enlistee in his teens or early twenties, but lose their glitter for the mature head of a sometimes substantial family. Going to sea, of course, is more of a problem for Chiefs in sea-going ratings. Table 21 makes this point. The mention of sea duty differs with rating ($F=13.19$, $df=3$, $P=.01$). Since the CPOs most affected are those whose morale is highest (Deck-Ordnance and Engineering) the item is less critical than it might initially appear to be.

TABLE 21

Reasons for Leaving the Navy Significantly
Different for Rating Groups

Item	Per Cent of Respondents in Rating Mentioning Item			
	Deck- Ordnance (N=36)	Clerical (N=34)	Engineering (N=31)	Aviation (N=41)
Impossible to lead normal family life; sea duty	44%	18%	52%	21%

D. CONCLUSIONS

The present study provides indications that a sizable number of Chief Petty Officers in the Navy are relatively dissatisfied with their career. Dissatisfaction varies with rating. Among the rating groups included in the study, Chiefs in the Aviation group show the most dissatisfaction, and those in the Deck and Ordnance groups are the least dissatisfied. Relevance of professional training to civilian occupations may underlie this difference. Some correlation with GCT scores exists, but its precise meaning is not clear. The morale of Chiefs who have spent more than twenty years in the Navy is relatively high, which must be regarded as a function of self-selection.

If frequency of mention denotes importance, the main attractions of the Navy are material benefits (security, pay, fringe benefits) and travel and sea duty. Material benefits, however, are a common denominator of civilian industry and the Navy, and one in which the Navy finds it difficult to compete today. This is especially true in the case of highly skilled technical personnel. Travel and sea duty, which is a more exclusive aspect of the Navy, is also one which exercises less magic for low morale personnel. The frequency of mention of this Navy asset by the dissatisfied group is about half that of high morale respondents. The attractiveness of travel and sea duty is therefore a definite differentiating item between high morale and low morale personnel.

Paradoxically enough, the chief liability of the Navy as seen by CPOs is that of transfer and assignment practices, and the necessity of long term separation from one's family. Family separation was of relatively little concern to unmarried respondents but the vast majority of CPOs are married. Transfer, assignment, and family separation responses were given significantly more frequently by the dissatisfied group of Chiefs, a fact which reinforces the critical nature of this category. The same holds for complaints about Junior Officers, which are next in line, and were also mentioned with more frequency by low morale Chiefs.

When respondents were asked what changes they would make in the Navy to benefit the CPO, the leading suggestions were not for improved transfer and assignment practices, as might have been expected. Instead, they related to various improvements of the status of the CPO. The demands voiced were for more responsibility, more authority, more backing, and more prestige. It is such grievances primarily which CPOs apparently expect the Navy to do something about, irrespective of the primacy of other complaints. However, it must be noted that status improvement demands are followed by suggestions relating to transfer and

assignments, pay, and advancement opportunities. Advancement opportunity and pay suggestions were made more frequently by low morale respondents, and hence hold importance beyond their rank order position.

The reasons given by respondents elaborating on their statement that they would not stay in the Navy if they could start over, are remarkably homogeneous. Roughly two-thirds of these respondents indicated that the relative attractiveness of civilian life would be responsible for their decision. The second reason given, the fact that the Navy does not permit normal family life, is actually related to the first, in that the "outside" is regarded as not suffering from this liability. The nature of this response by the low morale group provides justification for the general conclusion that dissatisfaction is not a result of evaluation of the Navy in vacuo, but rather, of a comparative evaluation of the advantages provided by the Navy against those offered in civilian occupations. The response proportion also gives us a key diagnostic item for the isolation of low morale CPOs: It would seem that a characterizing feature of this group is the feeling that the Navy suffers by comparison with civilian employment.

In summary, we can isolate two kinds of critical items among responses to our questionnaire. The first set of items includes the ones most frequently mentioned by the entire group of respondents, and these are the main areas of concern for CPOs in the Navy, if they are valid. The second group comprises items showing different proportions of response for low morale and high morale personnel, and these constitute differentiating or diagnostic items. This latter group of items are susceptible of inclusion in measuring instruments designed to gauge satisfaction with the Navy, and also provide indications for public information campaigns directed at raising the degree of satisfaction with the Navy.

The two types of items coincide in the respondents' listing of the Navy's liabilities (assignment and transfer policies, and Officer complaints). Of the Navy's perceived assets, travel and sea duty fall into the double category. These items rank relatively high, and response proportions for them differ for low and high morale respondents.

Likewise the material benefits provided by the Navy, and desiring improvements in the status of the CPO are universal favorite responses. What remain as differentiating items are requests for improvements of advancement policies and for increased material benefits, complaints about Junior Officer authority, and the expressed feeling that the Navy suffers by comparison with civilian life.

The latter conclusion probably follows from the importance given to material criteria of evaluation: Dissatisfaction, in other words, is probably related to the fact that value is assigned to characteristics of the Navy with respect to which the Navy finds itself in an unfavorable competitive position when set against a prosperous economy demanding skilled technical personnel.

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APPENDIX A

CPO SURVEY FORM

The questionnaire you are being asked to fill out is designed to permit CPOs to express their views about the Navy. Such information would be helpful for evaluating and improving conditions of Navy life.

Since this questionnaire is to be used for research purposes only, answers should be anonymous. Please do not write your name anywhere on the form. After completing the questionnaire, return it to the representative of the U.S. Naval Personnel Research Field Activity from whom you received it at the time designated by him. The completed forms will be taken back to the Field Activity in San Diego for analysis.

Fill out the questionnaire as fully and frankly as possible. If you cannot answer a question completely in the space provided, please continue on the back of the same page.

1. What is your rating? _____
2. Are you married or single? _____ No. of children _____
3. How many years have you spent in the Navy to date? _____ years
4. Do you plan to remain until retirement? (Check one)
Yes, 20 years _____
Yes, 30 years _____
No _____

APPENDIX A (continued)

5. In general, how satisfied are you with your life in the Navy?
(Check one)

- very satisfied
- quite satisfied
- moderately satisfied
- somewhat dissatisfied
- quite dissatisfied
- very dissatisfied

6. What aspects of Navy life would you say you like most?

APPENDIX A (continued)

7. What aspects of Navy life would you say you like least?

Blank lined area for handwritten response.

APPENDIX A (continued)

8. If you could start all over again today, do you think you would remain in the Navy for as long as you have? Yes _____ No _____

If NO, what would your reasons be?

9. What changes could the Navy make to benefit the CPO?

APPENDIX A (continued)

10. What types of formal training, if any, have you had in supervising or dealing with men?

11. What kind of training in supervising or dealing with men, (if any) do you feel you could use? Why?

APPENDIX B

CODE ITEMS FOR CPO SURVEY FORM WITH DESIGNATOR
NUMBERS FOR FREE RESPONSE ITEMS⁷

Rating

Deck & Ordnance groups
Clerical group
Engineering
Aviation

Marital status

Single
Married (no children)
Married (children)
Divorced, widower, etc.

Years in Navy

14 years or less
15-17 years
18-20 years
21-25 years
26-30 years
31 years or more

Retirement plans

Retire at 20 years
Retire at 30 years
Won't remain till 20 years
20-30 years

Satisfaction with life in the Navy

Very satisfied
Quite satisfied
Moderately satisfied
Somewhat dissatisfied
Quite dissatisfied
Very dissatisfied

⁷ Designator numbers will be used to denote the items in
Appendixes C, D, E, and F.

APPENDIX B (continued)

<u>Most liked aspects of Navy</u>	<u>Designator Number</u>
Navy in general; Navy life; military life; Navy traditions	101
Patriotism; defending country	102
Travel; going to sea; visiting foreign countries; variety of duty stations	103
Broadened outlook, experience; educational opportunities	104
Chance to learn a trade	105
Associations, friendships	106
Security	107
Opportunities for advancement; status, prestige	108
Steady income; fringe benefits	109
Retirement benefits; early retirement	110
Miscellaneous benefits (medical, dependents, PX, insurance)	111
Leave time; liberty	112
Good duty stations; shore duty	113
Interesting work; job satisfaction	114
Navy food	115
Freedom of movement and action	116
Clean living; living conditions	117
Efficient local command, operations, discipline	118
Regular hours, routine	119
Uniform	120
Miscellaneous (specify)	

APPENDIX B (continued)

<u>Most liked aspects of Navy (continued)</u>	<u>Designator Number</u>
There aren't many, qualified	121
None	
No answer	
<u>Least liked aspects of Navy</u>	
Navy policies, regulations; red tape; way Navy does things; "New" Navy	201
Separation from family; time spent overseas	202
Unfair sea shore rotations, assignments, transfers; impossibility of making plans	203
Training policies in states; too many exercises--should be held overseas; local operations	204
Overhauling and repair policies; home yard vs. home port; changes in home port	205
Too much duty; not enough liberty for CPO; watches; no liberty boats	206
Jr. (Reserve) Officers don't know their jobs, are ineffectual as leaders; have wrong attitudes	207
Jr. (Reserve) Officers exercise too much authority, too little respect for CPO	208
No backing from Officers in dealing with E.M., tendency to go over CPO's head	209
Enlisted men are treated too laxly; not enough discipline; UCMJ; E.M. have too many privileges	210
CPO lacks authority, responsibilities; can't enforce orders; too much low-level work	211
CPO lacks prestige, status, privileges	212
CPO cannot advance; unfair promotion system; no reward, incentive; no place to go; commissions too difficult; compulsory retirement	213

APPENDIX B (continued)

<u>Least liked aspects of Navy (continued)</u>	<u>Designator Number</u>
Pay too low; civilian jobs pay more; benefits too few, meaningless; retirement, reenlistment benefits low; should not pay income tax	214
Degrading treatment in receiving stations	215
Poor medical care for dependents	216
Undermanned; turnover of E.M. too rapid, poor quality E.M.	217
CPOs themselves have poor attitude	218
Civil service workers take jobs; show no respect; I.D. cards at PX; get too many privileges	219
Inadequate training facilities, schools, educational opportunities	220
Poor living quarters on ship; poor housing	221
Uniform changes (bridge coat, whites)	222
Ship's service; exchange	223
Miscellaneous (specify)	224
There weren't many, qualified	
None	
No answer	
<u>Remain in Navy</u>	
Yes	
No	
Don't know	
No answer	
<u>Reasons for leaving Navy</u>	
Impossible to lead normal family life; sea duty	401
Civilian life attractive, more opportunity, more pay	402

APPENDIX B (continued)

<u>Reasons for leaving Navy (continued)</u>	<u>Designator Number</u>
Would like to have continued education	403
Retirement unattractive, pension too low	404
Officers, Junior Officers	405
Navy degenerated and not like "Old" Navy	406
Low pay; benefits too few	407
Unfair sea shore rotation	408
Miscellaneous (specify)	
Not enough prestige	409
No advancement for CPOs	410
<u>Desired changes in Navy</u>	
More prestige; privileges for rank of CPO	301
More responsibility for CPO; consult CPO in making policies; keep him informed; more authority; let CPO run division; delegate authority to PO	302
More backing, respect, recognition; less interference from officers; follow chain of command	303
More liberty, liberty boats; recall liberty cards and let CPO request liberty	304
More advancement opportunities to commissioned ranks	305
Better retirement benefits, policies	306
Better pay, inducement; lower taxes; fairer pay scale for single men	307
CPOs themselves should improve; eliminate deadbeats, freeloaders	308
More consistent policies and adherence to policies; more information; less changes of command	309

APPENDIX B (continued)

<u>Desired changes in Navy (continued)</u>	<u>Designator Number</u>
Better training for Jr. (Reserve) Officers; eliminate reservists, mustangs; improve officers	310
Take CPO off watch list, JOOD watches, etc.	311
Better living conditions, quarters	312
More shore duty; fairer assignment and transfer policies; establish overseas fleet (volunteer); information reassignment; cut out stateside training	313
Compulsory schools in rates, more schooling	314
CPO should be permitted to wear civilian clothes off and on ship	315
More, better men to work with; correct shortage; improve training of E.M.	316
None	
Miscellaneous	
No answer	
More medical care for dependents	317
Better treatment at receiving stations	318
Improve CPO Clubs	319
Change uniform; greens; eliminate whites	320
Reduce excess of CPOs in certain rates, billets	321
<u>Previous training</u>	
Practical experience; experience as CPO	
Instructor's school, recruiter's school, Navy leadership course, course in supervision	
Other Navy school	
Formal training other than Navy (specify)	

APPENDIX B (continued)

Previous training (continued)

Self taught

Other (specify)

Indicated two or more of above

None

No answer

Training needed

Practical experience is all that is required

None

Training needed; unspecified; any training; leadership schooling

Navy schools; instructor, school, etc.

Formal courses - psychology, human relations, management sociology,
industrial relations, etc.

Discussion group

Administrative changes suggested

Other (specify)

No answer

APPENDIX C

Composition of the Sample by Rating Groups and Ratings

Rating Group	Rating	CPOs in Rating	Total
Deck and Ordnance:	QMC	24	100
	EMC	33	
	TMC	16	
	GMC	27	
Clerical and Administrative:	EMC	10	50
	YNC	19	
	PNC	10	
	SKC	11	
Engineering and Hull:	MMC	25	76
	ENC	16	
	BTC	18	
	EMC	17	
Aviation:	ADC	25	70
	AEC	5	
	AKC	2	
	AMC	10	
	AQC	2	
	AOC	12	
	ATC	6	
	PRC	2	
	ALC	3	
	PHC	3	
Unspecified:		1	1
Grand Total			297

APPENDIX D

Most Liked Aspects of the Navy: Response Proportions by Rating Groups, Marital Status, Years in the Navy, and Hypothetical Intention to Stay

Item	No.	Deck- Ord.	RAVING		MARITAL STATUS		YEARS IN THE NAVY				Would Stay 14%	Would Not Stay 10%	Total 24%
			Clerical 54	Engineering 77	Single 29	Married 38	15-17 125	18-20 97	21-25 25	26 or over 9			
101	10%		12%	9%	13%	10%	6%	24%	11%	14%	8%	11%	
102	4		2	6	4	0	7	12	0	5	3	4	
103	39		33	36	31	41	28	44	33	49	24	36	
104	21		16	17	20	3	19	44	0	23	16	19	
105	5		14	10	19	3	12	8	0	15	8	11	
106	14		16	16	23	10	20	24	0	20	15	17	
107	29		33	43	37	21	34	48	33	41	31	36	
108	9		12	14	9	10	14	16	0	14	8	11	
109	30		29	25	16	38	22	28	33	29	22	26	
110	34		25	36	40	17	35	40	66	36	36	35	
111	21		20	17	14	7	19	16	11	17	20	18	
112	8		4	4	0	3	4	12	0	5	3	4	
113	13		14	10	7	17	9	12	0	12	10	11	
114	11		18	6	20	7	15	12	11	16	11	13	
115	5		6	10	0	14	7	4	0	7	4	5	
116	1		2	1	0	3	1	0	0	2	0	1	
117	6		0	1	3	3	3	0	11	3	3	3	
118	2		0	3	3	0	4	0	0	1	3	2	
119	4		0	0	3	0	2	0	0	2	1	1	
120	3		4	0	1	7	3	4	0	3	1	2	

APPENDIX E

Least Liked Aspects of the Navy: Response Proportions by Rating Groups, Marital Status, Years in the Navy, and Hypothetical Intention to Stay

Item No.	Deck-Ord. No.	Rating	MARITAL STATUS										YEARS IN THE NAVY					Would Stay 10%	Would Stay 15%	Would Not Stay 10%	Total 297
			Single 29	Married 20	Married with children 217	Married with children 20	10 or over 28	15-17 125	18-20 97	21-23 85	24-25 9	26 or over 9	1-4 40	5-10 48	11-15 45	16-20 45	21 or over 22				
201	45	6%	13%	3%	3%	3%	6%	8%	2%	10%	4%	22%	5%	9%	6%						
202	35	41	21	10	36	34	28	30	30	40	28	11	32	35	33						
203	35	37	37	28	36	50	35	39	41	28	28	0	38	45	25						
204	16	16	3	3	17	16	10	19	14	8	8	11	10	22	17						
205	8	4	1	0	7	5	3	10	6	0	0	0	5	8	6						
206	13	16	6	17	9	13	10	11	9	12	12	11	11	10	11						
207	20	35	30	31	23	29	25	23	26	28	28	22	18	33	25						
208	7	29	21	10	15	29	25	14	16	16	16	22	12	22	17						
209	3	14	11	3	9	8	13	7	6	8	8	11	9	7	8						
210	11	8	20	3	11	13	13	6	13	16	16	11	8	13	10						
211	6	14	20	17	9	21	13	10	12	4	4	33	9	15	11						
212	5	16	9	7	7	21	8	8	11	0	0	11	6	11	9						
213	14	6	23	3	15	3	10	13	10	24	24	0	10	16	13						
214	11	12	40	14	18	18	23	18	14	16	16	22	14	21	17						
215	1	2	1	0	2	3	0	2	2	0	0	11	3	1	2						
216	9	6	10	3	12	8	5	8	13	12	12	22	9	12	10						
217	13	8	13	17	9	13	8	13	11	8	8	0	10	12	11						
218	3	0	1	3	2	3	3	2	2	4	4	0	5	0	2						
219	5	6	3	3	4	3	3	4	2	8	8	11	3	5	4						
220	3	4	3	0	4	5	10	3	2	2	2	0	0	7	3						
221	8	8	29	7	15	5	15	12	14	0	0	22	14	12	13						
222	0	0	6	0	1	3	0	0	4	0	0	0	1	1	1						
223	1	0	4	3	1	0	0	2	2	2	2	0	1	1	1						

APPENDIX F

Desired Changes in the Navy: Response Proportions by Rating Groups, Marital Status, Years in the Navy, and Hypothetical Intention to Stay

Item No.	Dish- brd. 99	Startal 51	Engineering 77	Aviation 70	single 29	Married 59	MARRIAGE STATUS		YEARS IN THE NAVY				Would stay 105	Would not stay 105	Total 209
							Married 247	Wife 40	15-17 125	18-20 97	21-25 25	26 9			
301	19%	29%	31%	19%	17%	32%	23%	25%	22%	26%	16%	21%	25%	21%	21%
302	42	45	38	46	41	39	42	60	38	41	40	45	42	42	42
303	25	31	18	37	21	18	30	38	26	27	28	25	31	31	28
304	4	4	9	1	3	3	5	3	6	3	8	6	3	3	5
305	9	18	12	20	3	8	16	10	18	14	4	10	19	14	14
306	4	0	9	6	0	11	5	0	6	7	4	3	7	5	5
307	15	6	14	20	17	18	13	10	14	17	16	10	20	15	15
308	13	12	4	10	14	13	9	10	14	6	4	13	7	10	10
309	4	2	8	0	0	3	5	3	2	6	8	3	5	4	4
310	4	12	5	4	3	8	6	0	6	9	0	5	6	6	6
311	5	4	1	0	0	5	3	3	2	3	8	3	3	3	3
312	8	12	12	14	17	18	9	13	9	15	4	10	13	11	11
313	17	14	18	11	14	26	15	8	18	19	12	13	19	16	16
314	3	8	4	7	3	0	6	8	5	4	0	4	6	5	5
315	3	10	4	1	7	0	4	13	2	3	4	3	6	4	4
316	3	2	4	7	3	5	4	5	5	2	4	3	5	4	4
317	1	2	1	0	0	0	1	0	2	1	0	1	1	1	1
318	2	0	1	0	0	3	1	0	1	2	0	2	0	1	1
319	0	0	0	6	0	0	2	5	0	2	0	1	2	1	1
320	0	0	1	4	0	0	2	3	1	1	4	2	1	1	1
321	0	0	0	7	0	0	2	3	2	2	0	1	2	2	2

APPENDIX G

Reasons for Not Remaining in the Navy: Response Proportions by Rating Groups, Marital Status, and Years in the Navy

Item No.	Deck-Ord. No.	RATING			Aviation	MARITAL STATUS			YEARS IN THE NAVY				Total
		Clerical 24	Engineering 31	Aviation 42		Single 12	Married No children 19	Married with children 104	10 or less 29	15-17 53	18-20 53	21-25 6	
401	44%	16%	52%	21%	33%	16%	37%	26%	31%	36%	50%	33%	32%
402	58	62	71	62	58	53	66	70	62	61	66	66	63
403	8	18	16	17	25	21	12	22	10	19	0	0	15
404	8	9	3	19	8	5	12	4	7	17	0	33	11
405	11	6	13	2	0	11	9	0	5	13	17	0	8
406	6	9	6	17	0	11	11	9	7	15	0	0	10
407	6	6	3	5	8	0	6	9	2	6	17	0	5
408	6	0	16	7	8	11	7	0	7	10	17	0	7
409	8	6	0	5	0	0	7	4	3	2	17	33	5
410	3	6	0	10	0	5	6	0	5	8	0	0	5

APPENDIX H

Significant Differences Between Percentages of Items
Mentioned by Groups of Respondents⁸

1. Would stay in the Navy if could do it over

	RATING		
	Deck (63%)	Engin. (57%)	Aviation (38%)
Clerical (33%)	30%*	24%*	5%
Aviation (38%)	25%*	19%*	---
Engin. (57%)	6%	---	---

	YEARS IN NAVY			
	21-25 (75%)	26+ (67%)	14-17 (53%)	-14 (43%)
18-20 (42%)	33%*	25%	11%	1%
-14 (43%)	32%*	24%	10%	---
14-17 (53%)	22%	14%	---	---
26+ (67%)	8%	---	---	---

2. Satisfied with Navy

	RATING		
	Deck (59%)	Engin. (42%)	Clerical (37%)
Aviation (29%)	30%*	13%	8%
Clerical (37%)	21%*	5%	---
Engin. (42%)	17%*	---	---

	YEARS IN NAVY			
	21-25 (76%)	26+ (67%)	14-17 (46%)	-14 (35%)
18-20 (33%)	43%*	34%	13%	2%
-14 (35%)	41%*	32%	11%	---
14-17 (46%)	30%*	21%	---	---
26+ (67%)	9%	---	---	---

⁸These tables contain differences between percentages of row and column headings. Differences marked with asterisks proved significant at the .05 level when submitted to Duncan's Multiple Range Test.

APPENDIX H (continued)

3. Most liked aspects of Navy

Educational aspects

	YEARS IN NAVY			
	21-25 (44%)	18-20 (19%)	15-17 (18%)	-14 (13%)
26+ (0%)	44%*	19%	18%	13%
-14 (13%)	31%*	6%	5%	---
15-17 (18%)	26%*	1%	---	---
18-20 (19%)	25%*	---	---	---

Chance to learn a trade

	RATING		
	Aviation (19%)	Clerical (14%)	Engin. (10%)
Deck (5%)	14%*	9%	5%
Engin. (11%)	8%	3%	---
Clerical (14%)	5%	---	---

4. Least liked aspects of Navy

Stateside training

	RATING		
	Engin. (25%)	Deck (16%)	Clerical (16%)
Aviation (3%)	22%*	13%*	13%
Clerical (16%)	9%	---	---
Deck (16%)	9%	---	---

Junior Officers too much authority

	RATING		
	Clerical (29%)	Aviation (21%)	Engin. (15%)
Deck (7%)	22%*	14%*	8%
Engin. (15%)	14%	6%	---
Aviation (21%)	8%	---	---

Discipline

	RATING		
	Aviation (20%)	Deck (11%)	Clerical (8%)
Engin. (1%)	19%*	10%*	7%
Clerical (8%)	12%*	3%	---
Deck (11%)	9%	---	---

APPENDIX H (continued)

4. Least liked aspects of Navy (continued)

CPO authority

		RATING		
		Aviation (20%)	Clerical (14%)	Engin. (9%)
Deck	(6%)	11%*	8%	3%
Engin.	(9%)	11%	5%	---
Clerical	(14%)	6%	---	---

Advancement opportunities

		RATING		
		Aviation (23%)	Deck (14%)	Clerical (6%)
Engin.	(4%)	16%*	9%	1%
Clerical	(6%)	17%*	8%	---
Deck	(14%)	9%	---	---

Pay, benefits

		RATING		
		Aviation (40%)	Clerical (12%)	Deck (11%)
Engin.	(4%)	32%*	4%	3%
Deck	(11%)	29%*	1%	---
Clerical	(12%)	28%*	---	---

Housing, living conditions

		RATING		
		Aviation (29%)	Deck (8%)	Clerical (8%)
Engin.	(7%)	22%*	1%	1%
Clerical	(8%)	21%*	---	---
Deck	(8%)	21%*	---	---

Family separation

		MARITAL STATUS	
		Married with Children (36%)	Married (34%)
Single	(10%)	26%*	24%*
Married	(34%)	2%	---

APPENDIX H (continued)

4. Least liked aspects of Navy (continued)

Advancement opportunities

MARITAL STATUS		
	Married With Children (15%)	Single (3%)
Married (3%)	12%*	---
Single (4%)	11%	---

5. Reasons for leaving Navy

Family life--sea duty

RATING			
	Engin. (51%)	Deck (44%)	Aviation (21%)
Clerical (17%)	36%*	27%*	4%
Aviation (21%)	30%*	23%*	---
Deck (44%)	7%	---	---