

STEREOTYPING AND IDENTIFICATION IN THE
PERCEPTION OF MORALE

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SUMMARY

A. STATEMENT OF THE PROBLEM

The study concerns itself with the way morale is perceived by Navy personnel, and with the effect of a man's own morale on his perception of morale in others. The possible existence of high morale or low morale stereotypes was investigated, and contrasted with the possibility of egocentric definitions of morale.

B. PROCEDURES

A set of 600 questionnaires was administered in January and February 1955. These questionnaires, which asked for characterizations of an enlisted man with very high morale and one with very low morale, were subjected to content analysis. The obtained data were tested for significant relationships.

C. RESULTS

1. High morale responses proved to be more homogeneous than low morale responses. Individuals cited as having high morale were almost always favorably depicted, while low morale descriptions varied in favorableness. Respondents tended to describe high morale men as having a higher rating than their own, and low morale individuals as having lower ratings. High morale was more often than not attributed to favorable personality or attitudes; low morale was more frequently seen as a product of environmental determinants.

2. High morale characterizations were shown to be independent of the respondents' morale, but low morale characterizations tended to vary systematically with the level of morale of the respondent. The lower the respondent's morale, the greater the tendency to favorably describe low morale men and to see their morale as a product of environmental pressures.

D. CONCLUSIONS

Enlisted men with high morale are perceived largely in stereotyped ideal terms. Enlisted men with low morale are not characterized in stereotyped fashion. The way they are described is a function of the level of morale of the respondent.

E. RECOMMENDATIONS

Further research is recommended in the area of indoctrination appeals, and in that of meaning connotations involved in morale measurement. Another suggested research problem is that of the actual characteristics of high and low morale individuals.

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STEREOTYPING AND IDENTIFICATION IN THE PERCEPTION OF MORALE

A. STATEMENT OF THE PROBLEM

1. Purpose of the Study

A prevalent trend has been noted in morale measurement of leaving the interpretation of the term "morale" to the subjects of investigation (1), p. 238). In many discussions the assumptions are made that the word carries the same connotations for different people and in different contexts. This poses certain empirical questions to which the present study addresses itself.

One question here dealt with is whether low and high morale are differently or similarly defined: Would a description of a person with high morale and one of low morale be couched in similar language? Would different types of characteristics and problems be emphasized? Would the causes to which low and high morale are attributed differ in kind, as well as in degree? Would descriptions be equally favorable or unfavorable to the person described? More generally speaking, are low and high morale seen as opposites on a single dimension, or as somehow qualitatively different from each other?

The second problem to be considered is whether the way morale is perceived would vary with different respondents: Would an officer describe an enlisted man of low or high morale differently from the way another enlisted man would characterize him? Would a person of low morale characterize another person of low morale differently from the way an individual of high morale would? Would they differ in their characterizations of an enlisted man with high morale?

2. Background of the Problem

Every description presupposes a selection of items out of an almost unlimited universe of potentially relevant materials. Such choices involve percepts and judgments which in turn are based on the past experiences and purposes of the perceiver or judge. Hastorf and Cantril (2) questioned 425 Princeton and Dartmouth alumni about infractions in a football game between the two schools. They found that each group "saw" their own team committing fewer and less flagrant offenses than the other group reported. The authors concluded that "the 'game' exists for a person and is experienced by him only in so far as certain happenings have significances in terms of his purposes. Out of

all the occurrences going on in the environment, a person selects those that have significance for him from his own egocentric position in the total matrix" (3, p. 133; underlining added).

Other findings substantiate this conclusion. Thus, Hinckley and Roethlischafer (4) found that the average height of men in the United States, when rated by 52 male subjects, was estimated partly in terms of the judge's own height. Concepts such as "short" and "tall" varied in meaning for subjects of different physical stature. Marks (6) reported a tendency on the part of Negro college students to rate skin color around their own color as the central point of the scale, so that each subject had his own private scale. Finger (1) surveyed sex habits among 138 male college students, and found a correlation between the sex practices reported by his subjects and their estimates of the incidence of these practices in the general population.

In a study of projection of personality traits, Gordon (2) discusses as one of his findings the fact that some items were used in describing the "average person" only by individuals who marked these same items for themselves, indicating a tendency on the part of individuals to view other people's personality in terms of their own. In another study of personality traits, Neter and Silva (7) asked 64 married couples to rate themselves on an eighteen-item personality inventory, and to predict their partners' responses. In analyzing the data for individual items, they found that the best predictions derived from instances in which the self-ratings of the partners were most alike. This led to the conclusion that "we judge others by analogy with ourselves, and the less valid the analogy, the less accurate is the judgment" (7, p. 33). Precker (8) observed this same tendency, which he terms the "automorphic process," in an experiment in which 284 subjects were asked to describe other people's values. Similarity in one or two values led to the attribution of the subject's entire value system to the individual being characterized.

In a study of ability to estimate public opinion and public knowledge, Travers (9) found that "the main factor which seems to influence the individual's judgment of public opinion is his own opinion. Similarly the main factor that determines an individual's judgment of the percentage of a group knowing a certain fact is the individual's knowledge or ignorance of this fact" (9, p. 629). There is "a very marked tendency for those who answer 'yes' to a question to overestimate the number of those who would also say 'yes' Individuals tend to judge others to be more like themselves than they really are" (9, pp. 630-631). In another context, Travers (10) concluded that there exists a tendency for people to project their own frames of reference into their social environment.

In a relatively recent study, Jahoda (5) asked 238 subjects to sort photographs of British Members of Parliament by party affiliation, looks, intelligence, and social class. He found that whenever an M.P.'s party was incorrectly identified, the subject would show a bias in his other sorts also. Thus, conservative subjects judged faces they mistakenly believed to be fellow party members as depicting good looking and intelligent individuals. Labor subjects, on the other hand, tended to label many photographs as belonging to attractive and bright M.P.s affiliated with the Labor Party. Jahoda regards this datum as confirming the hypothesis that "in judging other people, subjects tend to associate favorable personal characteristics with attitudes of which they themselves approve" (5, p. 330).

Another interesting finding of the Jahoda study is that Conservatives judged Conservative M.P.s to have higher social status and Labourite subjects tended to agree. Jahoda attributes this consensus to objective conditions which create the expectation that Conservatives are likely to have higher class status than Labourites: "People expect certain attributes to occur together. Their expectations may be based either on motivational factors, or upon reality, or both. Whenever people encounter new situations or new people, their judgments will be affected by these expectations which they carry with them into the situation" (5, p. 333). Such expectations would serve to check the tendency to respond egocentrically.

Attributes expected by many people to occur together lead to the type of universal responses referred to by social psychologists as "stereotypes." A stereotypical response does not differentiate between individuals or subgroups. The chief value of the stereotype lies in the fact that it generally reflects group standards or values with which individuals have identified, and therefore represents successful indoctrination, whereas non-stereotypical responses denote areas in which group standards have not been accepted. In these areas it is important to take into account the individual motives, purposes or experiences which underly the differential response.

It is this distinction which may be focused on the characterizations in our questionnaire. If these are stereotyped, in the sense that no obvious differential responses are evident, one can talk of Navy standards of morale accepted by Navy personnel. If, on the other hand, the morale or status of the respondent determines the nature of his characterization, definitions of morale are egocentric, and no common frame of reference exists. In approaching morale problems it then becomes important to consider the individual or group frameworks that become manifest and the purposes which underly them. Whereas a stereotype can be weakened

or strengthened by means of standardized appeals, egocentric attitudes and judgments represent purposes and needs, which have to be dealt with if the attitudes are to be changed effectively.

B. PROCEDURES

The study is based on a questionnaire consisting of three sets of open-ended questions.¹ The first asked for a descriptive characterization of an enlisted man with very low morale, and an estimate of the factors underlying his low morale. The second item called for parallel information concerning an enlisted man with very high morale. In the third section the respondent was requested to rate his own morale. The questionnaire also contained personal identification items permitting a description of the sample.

Questionnaires were administered to 500 enlisted men and 100 officers in various Naval fleet and shore installations in the Long Beach and San Diego areas during January and February 1955. The blanks were delivered by representatives of the Personnel Research Field Activity, San Diego, completed anonymously and returned in sealed envelopes to the activity. In drawing up the sample, an effort was made at obtaining a reasonably broad representation of the Navy population, including all grade levels of enlisted men.

The returned questionnaires were submitted to an exhaustive content analysis by means of a code constructed for the purpose.² In this code an attempt was made to translate the content of open-ended responses into thematic units covering as much of the response as possible. The questions "describe an enlisted man whose morale is very high," and "why is this person's morale high?" were combined in the code under the heading "characterization of an enlisted man with high morale." The same procedure was followed with parallel low morale items. This pooling was necessitated by the fact that the two sets of questions were frequently responded to with single responses containing both descriptive and causal statements.

In addition to the straight coding of themes, and that of demographic and military background (marital status, rate, and length of time in the Navy, age, etc.) several judgmental and

¹This instrument was initially designed to provide items for a paper and pencil inventory of morale. For a copy of the questionnaire blank, see Appendix A.

²For the categories used in the code, see Appendix B.

summary statements were called for by the code. One of these entailed a judgment as to whether the person characterized as having high or low morale was favorably described (e.g., "there should be more men in the Navy with the morale he has"; "his morale is low because he is a good man in a bad job") or whether the tone of the description was unfavorable ("he is just no good") or indifferent.

Another heading in the code classified the factors to which high or low level of morale was ascribed by the respondent into (a) predominantly environmental factors, (b) predominantly attitudinal and personality factors, and (c) mixed or indeterminate reasons. An illustration of the type of characterization coded as implying predominantly environmental determination of morale is provided by the following:

"The only shore duty he has had was school (six months) the rest is aboard a ship. He has had no time to be with his family. He is not making enough so that they can live well. The ship won't help him to get shore duty. The officers he works under are not good leaders, and try and force things done. Being aboard one ship for three years is no help at all."

The following, on the other hand, shows attitudinal factors as predominantly underlying morale:

"The most important reason for his high morale is in my opinion that he has been able to exchange a civilian outlook for a military one . . . Things look different to a military man than to a civilian. Unreasonable orders become reasonable, inconveniences become routine challenges, change is permanence, and the Navy is security, not home or mother, nor wife, nor the civilian job that beacons over the horizon."

Another question which was coded by means of a comprehensive summary statement was "describe your own morale." Responses to this item were scaled along a primitive five-point scale by categorizing the respondent's morale as high, higher than average, average, lower than average, or low.

Two coders participated in the coding operation, but most questions were only coded by one or the other of these coders, with periodic consistency checks. The coded data were submitted to statistical analysis which included tests for differences between high morale and low morale response frequencies, and between the responses of different groups of respondents.

C. RESULTS AND DISCUSSION

Out of the total sample of 453, roughly 79 per cent were enlisted men; 71 per cent of these were rated men. The majority of officers (89%) were junior officers.

The average age of the group fell between 21 and 25 years, but ages ranged from 12 per cent who were 17 to 20 years old, to 15 per cent over 36 years of age. More than half the men in the sample (57%) were married. Sixty-seven per cent of these married respondents reported having children. Almost half the men in the sample (47%) had spent more than four years in the Navy. Four per cent had passed the twenty year mark. Roughly half the respondents, however, (49%) indicated they did not intend to make a career of the Navy, and an additional 13 per cent were not sure whether they would.

Similarly, 36 per cent of the respondents described their own morale as being low or lower than average, as against 25 per cent who indicated having high or higher than average morale. Thirty-nine per cent of the group rated themselves as of around average morale.

The items comprising the characterizations of enlisted men with low and high morale were percentaged both in terms of the total number of responses, and against the total number of respondents. (See Appendixes C and D.) The modal responses excerpted below represent themes mentioned by 20 per cent or more of the respondents, and constitute--in each case--5 per cent or more of the total number of responses.

The modal characterization of an enlisted man with high morale, in terms of these cutting points, reads as follows: (Numbers in parentheses represent per cent of total respondents.)

This man is a good worker; he is efficient; he knows his rate (44%). He likes the Navy in general; he is happy with the Navy (36%). He likes his work or working conditions (37%). He is helpful and considerate of others; is well liked; pleasant, and gets along with others (36%). He is cheerful, happy, and unworried (27%). He is a well rounded, outstanding person; he is intelligent, adaptable, and has a good personality (24%). He makes the most of things, takes them in stride, and is not easily discouraged; he is even tempered (23%). He has a happy family life; he has no personal worries or problems (22%).

The parallel characterization of an enlisted man with very low morale would be the following:

This man is dissatisfied with the Navy in general; he does not like the Navy (30%). He is the type of person who cannot adjust to Navy life; he has a bad attitude; he thinks the Navy owes him a living; he is an individualist who can't take authority; he has no pride (27%). He complains all the time; is always griping (26%).

He has family or other personal problems; he is too far away from home and can't get to see his family (24%). He is dissatisfied with his work or not interested in it (22%).

He is actually a good man, with a good personality, intelligent, clean-cut, and mature (21%). He is a good, efficient worker; a good sailor who knows his rate (20%).

It may be noted in comparing these two listings that striking common denominators exist between them. In both instances liking or disliking the type of work performed in the Navy are popular responses, and personal qualities are strongly emphasized. The family has the highest rank among environmental factors mentioned as determinants of both low and high morale, mostly through its accessibility or inaccessibility. However, being a good worker, the favorite item in the high morale characterization, is not paralleled in the modal low morale characterization by the response "he is a bad, inefficient worker." This item falls somewhat below the cutting point, (since it is mentioned by 13 per cent of the respondents) and is exceeded by the description of the characterized person as a good worker, despite his low morale. Moreover, the individual with low morale is almost as frequently characterized as having a good, mature personality makeup as he is as the type of person who cannot adjust, and who has unhealthy attitudes toward Navy life.

The percentages in the high morale description also tend to be higher than the low morale percentages. The response ranked highest among low morale items would fall between ranks 4 and 5 in the high morale characterization, whose top item was mentioned by 14 per cent more of the total number of respondents. This would indicate that the high morale characterization is more homogeneous, a suspicion which is supported by the fact that the average percentage response for all the high morale items is 16.7 per cent, compared to 12.5 per cent for the low morale characterization. In making up the code, it also proved necessary to use more items for the low morale characterizations. The latter were coded with 34 items, as against 27 items used to summarize high morale responses. This indicates a considerably greater consensus in the high morale characterization than in the parallel task for low morale.

Another set of surprising differences becomes apparent in Table 1. Whereas only slightly more than half the low morale individuals are described in predominantly unfavorable terms, almost all the descriptions of men with high morale are favorable.

TABLE 1
General Tone of Description of Person Described as
Having Low or High Morale

| Person Described | Per Cent of: | |
|------------------|--|---|
| | High Morale Characterization (N=368) | Low Morale Characterization (N=387) |
| Favorably | 98 | 41 |
| Unfavorably | 1 | 54 |
| Indifferent | 1 | 5 |

The following is illustrative of the favorable tone of high morale characterizations:

"The person of whom I am thinking is the kind of guy who can get along with anyone. He could fit into any circle of life. He takes things as they come and hopes for the best. His personality is beyond reproach. I've never seen him when he didn't have a smile on his face. And in this Navy it's pretty hard to keep smiling. He's the center of attraction at all times, though he is hardly ever out of place."

The same respondent depicts his enlisted man with very low morale as follows:

"He's hard to get along with. He always makes everyone around him feel bad because of his attitude toward everything in general. You can't have a decent conversation with him without him putting a whammy on it somehow or another. He presses himself upon people in an attempt to become friends. I think

he must have been kicked in the head by a mule. No one can be that stubborn and hope to get along with his shipmates . . . he makes everyone around him feel disgusted."

This description was coded as unfavorable. An illustration of a low morale illustration coded as favorable is provided by the following:

"Steadiness is his one outstanding characteristic. He is completely dependable at all times. He has a very high sense of responsibility and something even rarer in these days, a tremendous amount of old fashioned patriotism. He is the type of person that volunteered for several assault waves during World War II and several other dangerous assignments because he felt that his boathandling abilities (the best surf and assault boat coxswain I've ever seen) made him the logical man for the job--He loves the Navy and the Sea--

"The best indication of his morale is--he left the Navy. Why? One reason was his wife and children--the sea-shore rotation for BMs made him practically a stranger to his family--then he simply did not make enough money to keep things going. Another reason was the change in the Navy--He commented that he was leaving it to the 'boy scouts' they seem to be running it for these days--He deplored the lack of discipline as compared to the past, the lack of prestige and privileges given POs in general and POs and Chiefs in particular."

Table 2 implies another interesting difference between low morale and high morale characterizations: Whereas half the respondents attribute low morale, for the men they describe, to unfavorable environmental circumstances, the environment is invoked as principal determinant for only 25 per cent of the individuals characterized, as having high morale.

The data in Table 2 are inconsistent with the hypothesis that the percentages described are independent of the type of morale characterization. A chi-square of 48.20 with 2 degrees of freedom substantiates this observation since the probability of observing such a value is less than .001 if the hypothesis were true.³ These figures therefore represent a real difference in the way low and high morale are seen to originate. Whereas low morale is more frequently regarded as a reflection of unfavorable circumstances,

³Although percentages are reported in tables, all chi-square tests in the present study were of course calculated from response frequencies.

high morale is more likely to be ascribed to qualities and attitudes of the person demonstrating it. High morale is more prone to be regarded as autochthonous in origin, and as occurring irrespective of environmental conditions. The individual is more likely to be credited with high than with low morale.

TABLE 2

Type of Causal Factor to Which Low or High Morale are Ascribed

| Cited Cause of Morale | Per Cent of: | |
|--|--|---|
| | High Morale Characterization (N=367) | Low Morale Characterization (N=414) |
| Predominantly Environmental | 25 | 49 |
| Predominantly Attitudinal or Personality | 55 | 38 |
| Mixed or Indeterminate | 20 | 13 |

When morale was traced to the individual demonstrating it, this was done in one of two ways. The first consisted in attributing it to general attitudes or personal characteristics as in the following two illustrations:

"This person's morale is low due to the fact [that] he does not know which direction he wants his life to go. In other words he does not know what he wants and as a consequence blames his personal dissatisfaction on being in the Navy.

"I believe that he has high morale because of his general attitude which is cheerful and accomodating despite the situation existing at the time He is the type of person who will always do a good job in spite of the orders of his superiors."

Morale was also attributed to more specific attitudes, such as liking the Navy ("he thinks he has a home in the Navy") or job satisfaction ("likes the work he is doing").

Among environmental factors resulting in low morale the most frequently mentioned were (a) being away from one's family (24%), (b) bad or inconsiderate officers (17%), (c) unfavorable duty stations or living conditions (15%), (d) not being given enough recognition or opportunities for advancement (15%), and (e) low pay or financial problems (14%). Environmental factors to which high morale was primarily attributed were a happy family life or an absence of personal problems (22%), and to authority, status, prestige, or the opportunity to advance in rate (12%).

The greater homogeneity of high morale items and the quasi-unanimity of favorable descriptions in these characterizations justifies the hunch that a tendency toward a high morale stereotype exists. This notion derives support from the data in Table 2. The high morale enlisted man being a Navy ideal, it is only natural that he should be conceived of as an individual of constructive attitudes and sound personality makeup. If one adopts a "Navy viewpoint" this type of characterization would be eminently plausible. From the same point of view, however, the individual of low morale should be an inefficient, maladjusted, perverse individual who deserves little admiration and less sympathy. Although many respondents do in fact endorse this type of characterization, another sizeable group does not. They describe the low morale individual in favorable terms (Table 1) and list environmental circumstances responsible for the lowered morale. In doing this, they appear to adopt the viewpoint of the individual in question rather than that of the Navy.

Respondents had been asked to indicate the rate of each enlisted man they described. When these rates were tabulated against those of the respondents themselves (Table 3) it developed that 37 per cent of the men picked as high morale individuals were of higher status than their selectors, but that this was true only in the case of 14 per cent of the low morale characterizations. A large proportion of respondents chose low morale individuals whose rates were equal to or lower than their own.

The data of Table 3 were tested with the hypothesis that the percentages associated with rating differences are independent of the type of morale characterization. A test of this hypothesis gave a chi-square of 58.03, which for 2 degrees of freedom lies beyond the .001 per cent of this chi-square distribution function. The difference may therefore be regarded to exist. Since it is easier to identify with a person similar to oneself, the lower status of low morale respondents may be seen as facilitating

identification. Similarly, the higher rating in high morale descriptions lend additional support to the hypothesis that one is here dealing with a stereotyped ideal type.

TABLE 3
Rating of Enlisted Man Described as
Having High or Low Morale

| Rating | Per Cent of: | |
|------------------------|--|---|
| | High Morale Characterization (N=366) | Low Morale Characterization (N=408) |
| Higher than respondent | 37 | 14 |
| Lower than respondent | 47 | 61 |
| Same as respondent | 16 | 25 |

Responses to the question "describe your own morale" had been translated into five categories, ranging from high to low morale. This provided a means of ascertaining whether the respondent's morale could differentially structure the content of his characterizations. The most interesting immediate finding encountered here was that whereas low morale characterizations were definitely affected by the respondent's morale, this was not true of high morale characterizations.

Tables 4 and 5 provide one indication of this fact. Although in Table 4 the tendency to trace low morale to attitudes and personality factors goes up with the morale of the respondent, and the degree to which low morale is attributed to environmental determinants diminishes, no such trend is apparent for the high morale characterization (Table 5).

The data in the first two lines of Table 5 were tested with the hypothesis that the percentages associated with the two cited causes of high morale were independent of the morale of the respondent. The chi-square of 3.82 (four degrees of freedom) was very far from significant at the .05 level, and so the hypothesis

TABLE 4

Type of Factor To Which Low Morale is Ascribed
by Respondents of Varying Morale

| Cited Cause of Low Morale | Morale of Respondent | | | | |
|--|----------------------|-------------------------------------|--------------------|------------------------------------|---------------|
| | Per Cent of: | | | | |
| | High (N=42) | Higher than Average (N=19) | Average (N=109) | Lower than Average (N=28) | Low (N=75) |
| Predominantly Environmental | 31 | 36 | 48 | 63 | 79 |
| Predominantly Attitudinal or Personality | 51 | 50 | 44 | 25 | 18 |
| Mixed or Indeterminate | 18 | 14 | 8 | 12 | 3 |

TABLE 5

Type of Factor To Which High Morale is Ascribed
by Respondents of Varying Morale

| Cited Cause of High Morale | Morale of Respondent | | | | |
|--|----------------------|-------------------------------------|--------------------|------------------------------------|---------------|
| | Per Cent of: | | | | |
| | High (N=52) | Higher than Average (N=24) | Average (N=105) | Lower than Average (N=19) | Low (N=58) |
| Predominantly Environmental | 23 | 13 | 30 | 37 | 31 |
| Predominantly Attitudinal or Personality | 54 | 63 | 49 | 58 | 52 |
| Mixed or Indeterminate | 23 | 24 | 21 | 5 | 17 |

could not be rejected. However, a test of the same hypothesis for the first two lines of Table 4 resulted in a rejection of the hypothesis at the .01 level of significance. In this case chi-square was 29.17 (four degrees of freedom).

A test of pair-wise differences of the percentage of environmental causes was made among the different "morale of respondent" categories of Table 4. These results are given in Table 6. The differences between respondents of low morale and high morale, low morale and higher than average morale, and low morale and average morale are significant at the .001 level. The differences between respondents of high morale and lower than average morale and those of higher than average and lower than average morale are significant at the .01 level and the .05 level respectively. As may be noted, differences are most significant for respondents of low morale. This is interesting, since it is the low morale respondents who would a priori be expected to project their own feelings into low morale characterizations, given the possibility of common problems.

There appears to be a monotonic decreasing functional relationship between the morale of the respondents and the percentage of environmental factors hypothesized by them to account for low morale. The true character of this function would depend, of course, upon the scale values associated with the morale categories. If one assumes equal intervals between the levels of morale, the function is given in Figure 1. This graph suggests the possibility of a linear relationship. The hypothesis of a zero slope for this line was tested by regression analysis and rejected at the .01 level.⁴ In this case the slope--in terms of the percentages transformed to the inverse sine scale--was .24 and the product moment correlation was .98 ($t=7.9^{**}$ with 4 degrees of freedom). Insufficient data exists for the test of the hypothesis that the function is actually linear. If the linear functional relationship is warranted, however, its slope is definitely non-zero and the data fit it well.

The favorable versus unfavorable character of the description of the low morale enlisted man was submitted to the same statistical treatment as the estimated origin of the low morale. As shown in Table 1, the high morale descriptions were nearly unanimously favorable, so that they could not possibly be a function of respondents' morale. The high morale individual had been stereotyped in favorable terms.

⁴This regression analysis was not strictly justified on statistical grounds since the percentages (or their inverse sines) have slightly different variances. The chances are, however, that this does not materially affect results.

TABLE 6

Comparisons of Respondents of Different Levels of Morale for Type of Factor to Which Low Morale is Ascribed: Test of Differences Within Scale

| Chi-square (DF=1) | High to High to High to High to | | Aver.+ to High to High to High to | | Aver.+ to High to High to High to | | Aver.+ to High to High to High to | | Aver.+ to High to High to High to | | Aver.+ to High to High to High to | |
|-------------------|---------------------------------|---------|-----------------------------------|------|-----------------------------------|-----------|-----------------------------------|-----------|-----------------------------------|--------|-----------------------------------|--------|
| | Aver.+ | Aver.- | Aver.+ | Low | Aver.+ | Aver.- | Aver.+ | Aver.- | Aver.+ | Aver.- | Aver.+ | Aver.- |
| .057 | 2.446 | 7.472** | 22.369*** | .671 | 4.041* | 11.949*** | 3.313 | 16.286*** | 1.190 | | | |

Comparisons of:

*Significant at the .05 level of confidence.

**Significant at the .01 level of confidence.

***Significant at the .001 level of confidence.

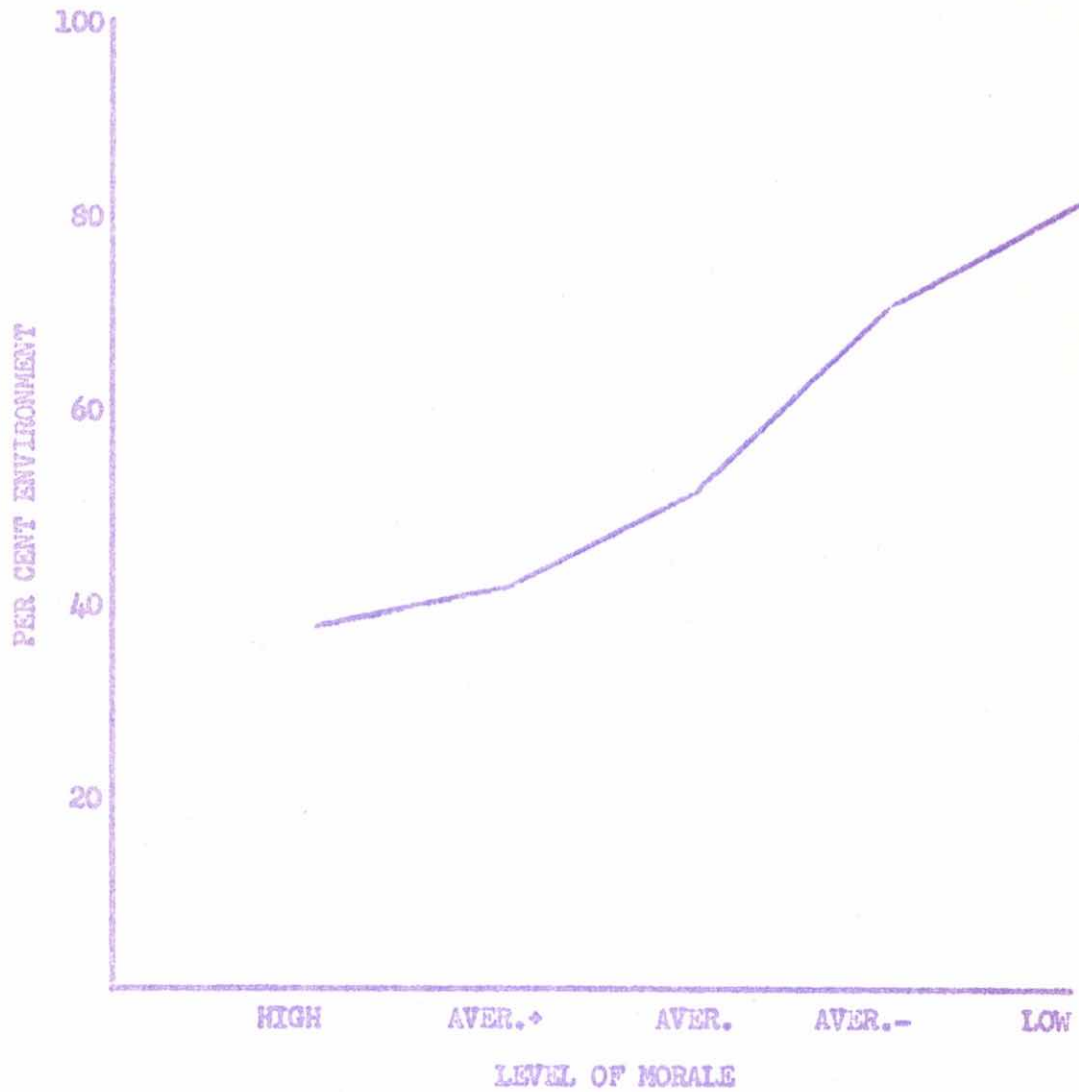


Fig. 1. Percentage of mention of environmental (as against personal) determinants of low morale as a function of respondents' morale.

Table 7 contains the percentages of favorable and unfavorable descriptions of a person with low morale broken down by respondent's morale. The data associated with the first two lines of Table 7 were tested with the hypothesis that the unfavorableness or favorableness of the characterization were independent of the morale of the respondent. This hypothesis was rejected at the .01 level of confidence. The chi-square values obtained was 25.04, with four degrees of freedom.

TABLE 7

General Tone of Description of Person of Low Morale
by Respondents of Varying Morale

| Person Described | Morale of Respondent | | | | |
|---------------------|----------------------|-------------------------------------|--------------------|------------------------------------|---------------|
| | Per Cent of: | | | | |
| | High (N=48) | Higher than Average (N=21) | Average (N=111) | Lower than Average (N=32) | Low (N=72) |
| Favorably | 24 | 27 | 42 | 63 | 61 |
| Unfavorably | 71 | 68 | 51 | 37 | 32 |
| Indifferently | 6 | 5 | 7 | 0 | 6 |

Pair-wise differences within Table 7 were tested with the results recorded in Table 8. It developed that each percentage corresponding to a given level of morale is at least significantly different at the .05 level for all levels of morale at least two degrees lower.

The percentages of favorable (as against unfavorable) response have been graphically represented in Figure 2, and again the possibility of a linear function emerges from the plot if we assume equal intervals between the morale categories. A linear regression analysis was therefore run on the data of Table 7, with percentages changed to inverse sine functions.⁵ The slope was .24 for unfavorable

⁵ See footnote 4.

TABLE 3

Comparisons of Respondents of Different Levels of Morale for General Tone of Description of Person With Low Morale: Test of Differences Within Scale

| Chi-square (DF=1) | High to High to High to High to | | Aver. to High to High to High to | | Aver. to High to High to High to | | Aver. to High to High to High to | | Aver. to High to High to High to | |
|-------------------|---------------------------------|-----------|----------------------------------|-------|----------------------------------|---------|----------------------------------|---------|----------------------------------|-------|
| | Aver. | Aver. | Aver. | Aver. | Aver. | Aver. | Aver. | Aver. | Aver. | Aver. |
| .096 | 5.659* | 11.250*** | 18.692*** | .224 | 5.640* | 8.936** | 3.027 | 7.175** | .071 | |

*Significant at the .05 level of confidence.

**Significant at the .01 level of confidence.

***Significant at the .001 level of confidence.

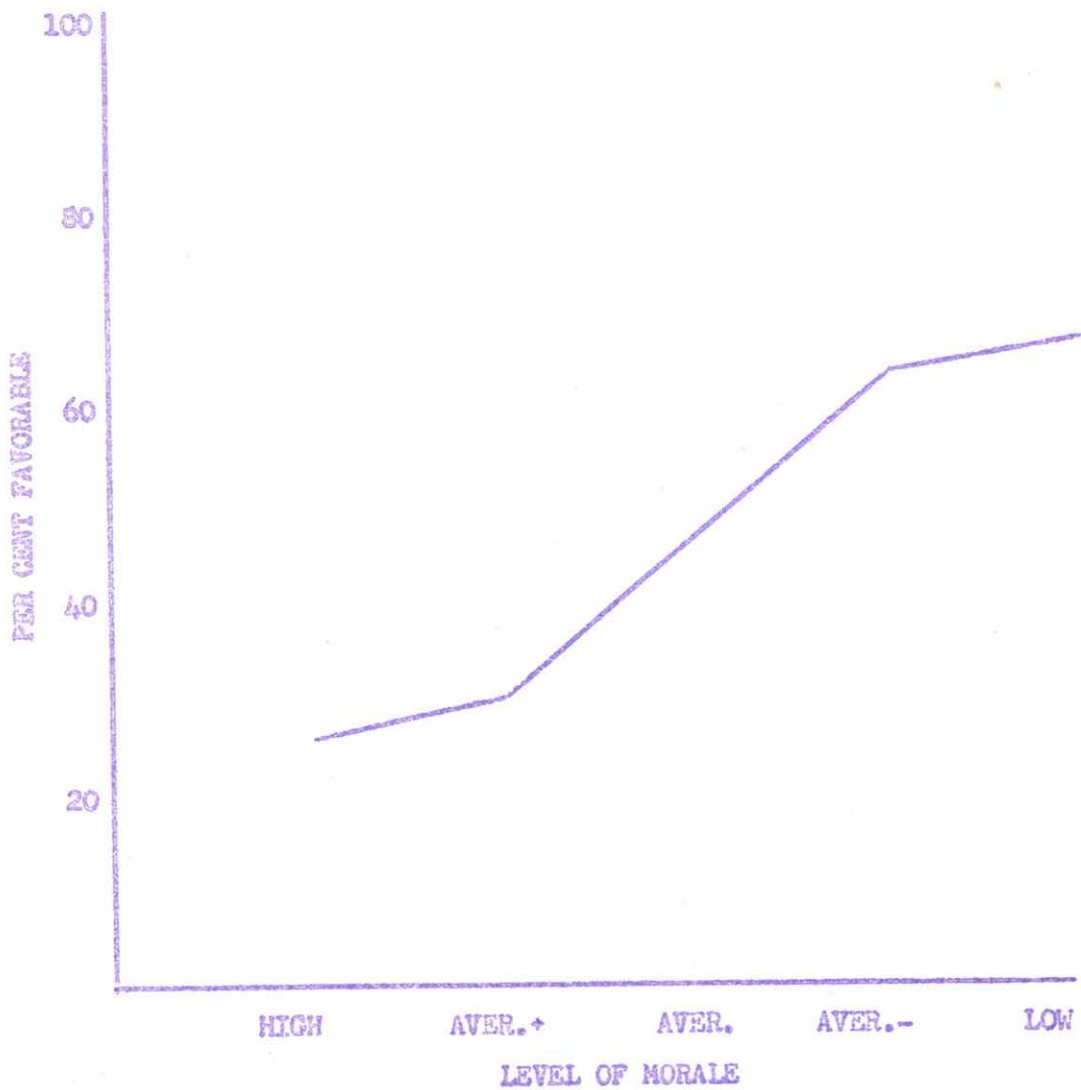


Fig. 2. Percentage of favorable (as against unfavorable) characterizations of low morale enlisted men as a function of respondents' morale.

characterizations, with a corresponding product moment correlation of .97. These values produced a $t=7.34^{**}$ with four degrees of freedom. It can be assumed that if the data warrant a linear functional relationship the slope is non-zero and the percentages (or their inverse sines) fit the line very well.

It is clear that the lower a respondent's morale is, the greater will be the tendency for him to characterize another individual with low morale favorably. His responses will be determined to a lesser degree than those of the high morale respondent by more cognitive factors (such as the Navy stereotype) and more by unconscious feelings of kinship and sympathy.

It remained to test individual themes in the low morale and high morale characterizations for different frequencies of response by low and high morale respondents. For this purpose the "average" respondents were disregarded. Low and lower than average respondents were compared with high and higher than average respondents for each item. The hypothesis tested was that either percentage of responses equaled 50 per cent. This hypothesis was tested with a two-tailed test of significance.⁶

Those items for which this hypothesis could be rejected at the .05 or .01 level have been listed in Tables 9 and 10. As will be noted, there are thirteen such items in the low morale characterization and only two among themes in the high morale description. An additional response, not listed, for which the hypothesis could be categorically rejected, was the assertion that the respondent did not know anyone with high morale. Only two respondents in the high morale group made this statement, against 35 low morale respondents ($\chi^2=29.4^{**}$, $df=1$). The selective nature of the perception underlying this difference is readily apparent.

The data in Tables 9 and 10 have again made it obvious that low morale characterizations differ for respondents of different morale, much more markedly than high morale descriptions do. Respondents find it easier to see individuals of low morale in their own terms, and tend to regard high morale individuals in a less subjective fashion.

The first five items in Table 9 list environmental factors adversely affecting morale. These are predominantly mentioned by low morale respondents. Oddly enough this does not hold for the most frequently cited set of environmental determinants, that of geographical distance from one's family. Respondents seem to regard this as an important factor irrespective of their own morale. The only environmental condition significantly favored by high morale respondents was adverse early training and upbringing.

⁶For complete data, see Appendixes E and F.

TABLE 9

Items in Low Morale Characterizations Responded to Significantly Differently by Low and High Morale Respondents: Test of the Hypothesis That Either Percentage Equals 50 Per Cent

| Item | PER CENT RESPONDENTS | | Chi-Square, 1 Degree of Freedom |
|---|----------------------|---------------|---------------------------------------|
| | High Morale | Low Morale | |
| Officers not good; inadequate | 17 | 83 | 15.11** |
| Unfavorable duty stations | 27 | 73 | 6.82** |
| Status problems; inadequate advancement, recognition | 22 | 78 | 7.35** |
| Few liberties, opportunities for entertainment | 13 | 87 | 9.00** |
| Low pay; financial problems | 22 | 78 | 8.33** |
| He is a good worker | 19 | 81 | 11.65** |
| Friendly, easy to get along with | 17 | 83 | 8.00** |
| Good personality, good man, intelligent, clean-cut | 15 | 85 | 19.60** |
| "Bad" attitude; the type of person who cannot adjust | 66 | 34 | 4.45* |
| He is sloppy in appearance, not clean | 79 | 21 | 4.57* |
| Hostile, difficult to get along with, inconsiderate | 88 | 12 | 9.00** |
| Thinks others are against him | 87 | 13 | 8.07** |
| Unfavorable family conditions, bad background | 90 | 10 | 12.80** |

*Significant at the .05 level of confidence (two-tailed test).

**Significant at the .01 level of confidence (two-tailed test).

TABLE 10

Items in High Morale Characterizations Responded to Significantly Differently by Low and High Morale Respondents: Test of the Hypothesis That Either Percentage Equals 50 Per Cent

| Item | PER CENT RESPONDENTS | | Chi-Square, 1 Degree of Freedom |
|--|----------------------|---------------|---------------------------------------|
| | High Morale | Low Morale | |
| Has no other interests outside the Navy | 11 | 89 | 5.44* |
| Is clean, clean-cut, clean living | 76 | 24 | 6.76** |

*Significant at the .05 level of confidence (two-tailed test).

**Significant at the .01 level of confidence (two-tailed test).

Low morale respondents were largely responsible for the favorable items which made the modal characterization of the low morale enlisted man self-contradictory. This is in accord with the data recorded in Table 7. By the same token, high morale respondents preferentially list items derogatory to the personality of the low morale individual, describing him as maladaptative, sloppy, hostile, and paranoid.

Response data were also dichotomized by officers and enlisted men. No differences significant at the .05 level or better were encountered in Favorable vs Unfavorable and Environment vs Personality breakdowns. The frequencies with which individual items were mentioned were not tested for differences, since the verbal fluency of officers made significant differences consistently favor them. In view of this, the items were rank ordered for officers and enlisted men and the differences in the two sets of rankings were correlated, yielding coefficients of .919** for low morale and .797** for high morale.⁷ These figures imply that officers and enlisted men assigned closely similar priorities to response items.

⁷The rank difference correlation was calculated despite the fact that percentages within the respondent groups were not strictly independent. The relevant data is included herewith in Appendixes G and H.

Of interest for its implications is the fact that by far the greatest rank difference in low morale characterizations was in the item "he doesn't obey orders, is a disciplinary problem" which carried rank 3 out of 33 among officer responses and rank 13 of 33 among items mentioned by enlisted men. The functional role of officers fully explains the higher priority assigned to this theme. Some control for differential ability to respond might possibly reveal further differences of this nature. It would be fully expected that one should attach higher importance to an area of relatively greater familiarity and concern.

D. CONCLUSIONS

In the present study an attempt was made to determine whether differences exist in the way low morale and high morale are subjectively defined, and whether one's own morale will affect the way one perceives morale in others.

The two questions proved to be interdependent. This is not surprising, since group opinions are summaries of individual opinions, and different opinions of the same group must therefore reflect different distributions of individual attitudes. Thus, the homogeneity of the idealized high morale characterizations of our sample represents group consensus on a high morale ideal. The distribution of low morale responses, on the other hand, denotes divergences within the group. These were shown to be a function of the levels of morale of respondents.

The majority of high morale respondents tended to characterize low morale in terms which were the opposite of the high morale stereotype: Where enlisted men of high morale were admired, they frowned on their low morale counterparts; where they attributed high morale to sound personality make-up and pro-Navy attitudes, they traced low morale to maladaptive characteristics and wrong attitudes. The low morale respondent, on the other hand, who depicted high morale enlisted men in the same idealized terms as the high morale respondents, would differ from him when it came to describing an enlisted man with low morale. He tended to characterize the latter as a fine type of individual whose morale was depressed due to manifold harassments from an unfavorable environment.

The definition of low morale implicit in characterizations by low morale respondents shows an intimate communality between the characterizer and the characterized. The respondent of lower than average morale could unconsciously draw the analogy from the characterization to his own experienced problems. This type of identification makes him see low morale from the point

of view of the individual rather than the Navy, and precludes the perception of aspects of the problem such as lowered efficiency or increased tensions in inter-personal relations. It promotes a "first person" rather than a "third person" picture of low morale.

The converse of the high morale characterization is thus made untenable for individuals whose morale is low. The low morale stereotype breaks down where common problems lead to identification, and the judgment of another would reflect on oneself. It stands up where it does not conflict with the individual's interests, or with his personal experience.

E. RECOMMENDATIONS

The findings of the present study do not permit specific recommendations, but one or two general implications may perhaps be made explicit.

1. The area of morale indoctrination might profit from further research into the meaning and differential effectiveness of appeals. It is already evident that any fruitful campaign directed at improving morale would have to deal with the external problems many men feel are responsible for low morale. It would also have to avoid the implication that to have low morale reflects on the individual in question, since this would be offensive to many. It remains to investigate the precise meaning of the high morale stereotype. The chances are that it represents successful indoctrination, but it may not reflect real conviction, especially on the part of low morale individuals.
2. Problems in morale measurement also require further research. There is evidence that morale is seen as a continuum only by those respondents whose morale is high. In the case of low morale individuals, scaling devices may not be valid and extreme care becomes necessary in wording questionnaire items, since differential connotations have to be allowed for. These are questions which should be further looked into.
3. It might be of interest to investigate the actual characteristics of high and low morale individuals as opposed to the way such individuals are perceived. Such an investigation might include determining the different interplays of attitudes and external conditions which make for high and low morale, and the extent to which the characteristics associated with low morale are susceptible to being changed.

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APPENDIX A

MORALE INFORMATION BLANK

This questionnaire is being administered to you in order to gather information regarding areas of morale throughout the Navy. In the questions which follow, you will be asked to write a description of a person with high morale, one with low morale, and your own morale. In answering these questions, you might use such things as behaviors, attitudes, personality traits, OR ANYTHING WHICH YOU THINK BEST DESCRIBES AN INDIVIDUAL'S LEVEL OF MORALE.

Your answers to these questions will be treated as confidential. Do not sign your name.

Your cooperation in making this study possible is greatly appreciated.

Rate _____ Time in Present Rate _____ Age _____
Length of time in Navy - Years _____ Months _____
Amount of Shipboard Duty - Years _____ Months _____
Months aboard present Duty Station or Last permanent duty
station _____
Single _____ Married _____ Number of Children _____
Do you intend to make the Navy a career?
Yes _____ No _____ Don't know _____
If yes, when do you expect to retire? _____ 20 yrs. _____ 30 yrs.

APPENDIX A (continued)

IN ANSWERING THE QUESTIONS WHICH FOLLOW, IF YOU NEED MORE SPACE
USE THE BACK OF THIS SHEET.

NAMES ARE NOT ESSENTIAL TO THIS STUDY. DO NOT MENTION NAMES

1. Describe an enlisted man you know whose morale is very high.
What kind of person is he? What does he do that makes you
think he has high morale? (Do not describe your own morale)

What is his rate? _____

Why is this person's morale high? What, do you believe, are
the reasons for his high morale?

APPENDIX A (continued)

2. Describe an enlisted man you know whose morale is very low. What kind of person is he? What does he do that makes you think he has low morale? (Do not describe your own morale)

What is his rate? _____

Why is this person's morale low? What, do you believe, are the reasons for his low morale?

APPENDIX B

CODE ITEMS FOR MORALE INFORMATION BLANK

I. BACKGROUND DATA

A. RATE

Seaman Apprentice
Seaman
Third Class Petty Officer
Second Class Petty Officer
First Class Petty Officer
Chief Petty Officer
Officer (Ensign thru Lieutenant)
Senior Officer (Lieutenant Commander and Up)
NAVE

B. AGE

17-20 years
21-25 years
26-30 years
31-35 years
36 and over
No answer

C. TIME IN NAVY

0- 4 years
4- 8 years
8-12 years
12-16 years
16-20 years
20 plus

D. MARITAL AND FAMILY STATUS

Single
Married - no children
Married, with children
Other
No answer

E. INTENTIONS TO STAY

Yes
No
Don't know
No answer

APPENDIX B (continued)

C. GENERAL TONE OF DESCRIPTION

Favorable (good sailor, credit to the Navy, etc.)
Unfavorable (doesn't care about anything but women, etc.)
Indifferent

D. TYPE OF FACTORS TO WHICH HIGH MORALE IS ASCRIBED

Predominant autochthonous (general attitudes of person,
his personality, personal qualities)
Attitude toward environment (likes work, Navy, etc.)
Predominantly environmentally determined (outside con-
ditions or perceived outside conditions)
Attitudinal and environmental factors mentioned
Indeterminate

IXI. CHARACTERIZATION OF ENLISTED MAN WITH VERY LOW MORALE

A. PERSON DESCRIBED

Has rating higher than own
Has rating lower than own
Has rating same as own
No answer

B. RESPONSE ITEMS

No answer
The type of person who cannot adjust to Navy life; "bad"
attitude; thinks Navy owes him a living; is individ-
ualist who can't take authority; no pride
Not interested in general; doesn't care; no desire for
improvement; no goals
Not happy; is moody, depressed, nervous
He thinks others are against him; he feels picked on
Dissatisfied with Navy in general, does not like Navy life;
thinks Navy isn't what it used to be; would prefer ci-
vilian life, doesn't like military life
Drinks to excess
Dissatisfied with work; not interested in his work
Complains all the time; always griping
Enlisted to dodge draft, just putting in time
Hostile, difficult to get along with, inconsiderate
Friendly, easy to get along with, nice guy
He is sloppy in appearance, not clean
He doesn't obey orders, is a disciplinary problem
He is a poor leader

APPENDIX B (continued)

A bad worker, sloppy, unreliable; no initiative
He is a good worker, efficient; good sailor; knows rate
Has unfavorable working conditions; not doing what he
is qualified for
His officers are not good, inconsiderate; does not get
enough support
Unfavorable duty stations, living conditions
Status problems; not being given enough recognition,
opportunities to advance
Few or no liberties, no opportunities for entertainment
Low pay; financial problems
Has been having bad breaks; been treated unfairly
"Petty problems," little things
Family or other personal problems; away from family,
homesick
Navy does not provide adequate medical care for
dependents; Navy doctors poor
Looking forward to getting out, becoming civilian
Bad background, training; unfavorable family conditions
Good personality; good man; intelligent, cleancut, mature
Dissatisfied with duty station, type of duty, operating
schedules
Dissatisfied with officers, leadership
Poor food; dissatisfied with Navy chow
Miscellaneous
Don't know such a person

C. GENERAL TONE OF DESCRIPTION

Favorable (well meaning victim of circumstances, etc.)
Unfavorable (conditions his own doing, etc.)
Indifferent (neither favorable nor unfavorable)

D. TYPE OF FACTORS TO WHICH LOW MORALE IS ASCRIBED

Predominantly autochthonous (general attitudes of person,
his personality, personal qualities)
Attitude toward environment (hates work, Navy, etc.)
Predominantly environmentally determined (outside condi-
tions or perceived conditions)
Attitudinal and environmental factors mentioned
Indeterminate

IV. SELF-RATING OF MORALE

High morale
Higher than average morale
About average morale
Lower than average morale

Low morale
Question not asked
No answer

APPENDIX C

Frequency and Percentage Listings
of Low Morale Response Items

| Item | Frequency | Per Cent of Responses (N=1,806) | Per Cent of Respondents (N=23) |
|---------------------------------------|-----------|------------------------------------|-----------------------------------|
| Dissatisfied with Navy | 124 | 6.8 | 29.3 |
| Type of person who can't adjust | 116 | 6.4 | 27.4 |
| Complains | 109 | 6.0 | 25.7 |
| Personal problems (family) | 102 | 5.6 | 24.1 |
| Dissatisfied with work | 91 | 5.0 | 21.5 |
| Good personality | 90 | 4.9 | 21.2 |
| Good worker | 84 | 4.6 | 19.8 |
| Bad worker | 78 | 4.3 | 18.4 |
| Bad follower, disciplinary problem | 73 | 4.0 | 17.2 |
| Not interested | 72 | 3.9 | 17.0 |
| Officers not good | 72 | 3.9 | 17.0 |
| Unfavorable duty station | 63 | 3.5 | 14.8 |
| Status problem | 62 | 3.4 | 14.6 |
| Low pay, financial | 60 | 3.3 | 14.1 |
| Not happy | 55 | 3.0 | 13.0 |
| Looking forward to getting out | 54 | 2.9 | 12.7 |
| Hostile, inconsiderate | 52 | 2.8 | 12.2 |
| Unfavorable working conditions | 49 | 2.7 | 11.5 |
| Bad background | 43 | 2.4 | 10.1 |
| Friendly, nice guy | 41 | 2.3 | 9.6 |
| Feels picked on | 40 | 2.2 | 9.4 |
| Miscellaneous | 33 | 1.8 | 7.8 |
| Just putting in time | 32 | 1.7 | 7.5 |
| Dissatisfied with officers | 31 | 1.7 | 7.3 |
| Few liberties | 29 | 1.6 | 6.8 |
| Sloppy, not clean | 28 | 1.5 | 6.6 |
| Dissatisfied with duty | 28 | 1.5 | 6.6 |
| Poor food | 17 | .9 | 4.0 |
| Poor leader | 16 | .8 | 3.7 |
| Petty problems | 15 | .8 | 3.5 |
| Drinks to excess | 13 | .7 | 3.0 |
| Bad breaks | 13 | .7 | 3.0 |
| Inadequate medical care | 13 | .7 | 3.0 |
| Do not know such a person | 8 | .4 | 1.8 |

APPENDIX D

Frequency and Percentage Listings
of High Morale Response Items

| Item | Frequency | Per Cent of Responses (N=1,933) | Per Cent of Respondents (N=428) |
|--------------------------------------|-----------|---------------------------------|---------------------------------|
| Good worker | 190 | 9.8 | 44.4 |
| Likes Navy | 161 | 8.3 | 37.6 |
| Likes work | 160 | 8.3 | 37.4 |
| Pleasant, well liked | 156 | 8.1 | 36.4 |
| He is happy, cheerful | 115 | 5.9 | 26.9 |
| Good personality | 103 | 5.3 | 24.0 |
| Even tempered | 99 | 5.1 | 23.1 |
| Good leader | 96 | 5.0 | 22.4 |
| No personal worries, happy family | 96 | 5.0 | 22.4 |
| Doesn't complain | 92 | 4.6 | 21.5 |
| Tries to improve self | 78 | 4.0 | 18.2 |
| Clean, cleancut | 66 | 3.4 | 15.4 |
| Do not know such a person | 61 | 3.2 | 14.3 |
| Authority, status | 53 | 2.7 | 12.4 |
| Good follower | 52 | 2.7 | 12.1 |
| Good duty stations | 50 | 2.6 | 11.7 |
| Security | 42 | 2.2 | 9.8 |
| Miscellaneous | 40 | 2.0 | 9.3 |
| Good officers | 37 | 1.9 | 8.6 |
| Good liberty | 29 | 1.5 | 6.8 |
| Likes duty stations | 29 | 1.5 | 6.8 |
| Enjoys working with others | 27 | 1.4 | 6.3 |
| About to retire | 26 | 1.3 | 6.1 |
| Background family | 24 | 1.2 | 5.6 |
| Favorable working conditions | 22 | 1.1 | 5.1 |
| No other interests | 16 | .8 | 3.7 |
| Good pay, financial | 13 | .7 | 3.0 |

APPENDIX E

Percentage of Responses By High and Low Morale Respondents
 In Low Morale Characterization: Test of the Hypothesis
 That Either Percentage Equals 50 Per Cent

| Item | Frequency Low and High Morale Resp. | Per Cent High Morale Respondents | Per Cent Low Morale Respondents | Chi-Square (1 degree of freedom) |
|---------------------------------------|---|--|---------------------------------------|---|
| Type of person who can't adjust | 29 | 66.0 | 34.0 | 4.45* |
| Not interested | 16 | 59.3 | 40.7 | .93 |
| Not happy | 9 | 50.0 | 50.0 | .00 |
| Feels picked on | 13 | 86.7 | 13.3 | 8.07** |
| Dissatisfied with Navy | 26 | 45.6 | 54.4 | .44 |
| Drinks to excess | 2 | 50.0 | 50.0 | .00 |
| Dissatisfied with work | 17 | 38.6 | 61.4 | 2.27 |
| Complains | 23 | 47.9 | 52.1 | .08 |
| Just putting in time | 9 | 60.0 | 40.0 | .60 |
| Hostile, inconsiderate | 14 | 87.5 | 12.5 | 9.00** |
| Friendly, nice guy | 3 | 16.6 | 83.4 | 8.00** |
| Sloppy, not clean | 11 | 78.6 | 21.4 | 4.57* |
| Bad follower, disciplinary problem | 12 | 57.2 | 42.8 | .43 |
| Poor leader | 3 | 50.0 | 50.0 | .00 |
| Bad worker | 15 | 55.6 | 44.4 | .33 |
| Good worker | 6 | 19.3 | 80.7 | 11.65** |
| Unfavorable working conditions | 8 | 34.7 | 65.3 | 2.13 |
| Officer not good | 6 | 17.1 | 82.9 | 15.11** |
| Unfavorable duty station | 9 | 27.2 | 72.8 | 6.82** |
| Status problem | 5 | 21.7 | 78.3 | 7.35** |
| Few liberties | 2 | 12.5 | 87.5 | 9.00** |
| Low pay, financial | 6 | 22.2 | 77.8 | 8.33** |
| Bad breaks | 3 | 42.8 | 57.2 | .14 |
| Petty problems | 2 | 20.0 | 80.0 | 3.60 |
| Personal problems (family) | 16 | 39.0 | 61.0 | 1.98 |
| Inadequate medical care | 3 | 33.3 | 66.7 | 1.00 |

*Significant at .05 level of confidence (two-tailed test).

**Significant at .01 level of confidence (two-tailed test).

(Appendix continued on next page)

APPENDIX E (continued)

| Item | Frequency Low and High Morale Resp. | Per Cent High Morale Respondents | Per Cent Low Morale Respondents | Chi-Square (1 degree of freedom) |
|-----------------------------------|---|--|---------------------------------------|--|
| Looking forward to getting out | 9 | 37.5 | 62.5 | 1.50 |
| Bad background | 18 | 90.0 | 10.0 | 12.80** |
| Good personality | 6 | 15.0 | 85.0 | 19.60** |
| Dissatisfied with duty | 5 | 50.0 | 50.0 | .00 |
| Dissatisfied with officers | 4 | 30.7 | 69.3 | 1.92 |
| Poor food | 2 | 22.2 | 77.8 | 2.78 |
| Don't know such a person | 2 | 66.7 | 33.3 | .33 |

*Significant at .05 level of confidence (two-tailed test).

**Significant at .01 level of confidence (two-tailed test).

APPENDIX F

Percentage of Responses By High and Low Morale Respondents
 In High Morale Characterization: Test of the Hypothesis
 That Either Percentage Equals 50 Per Cent

| Item | Frequency | Per Cent Low and High Morale Resp. | Per Cent High Morale Respondents | Per Cent Low Morale Respondents | Chi-Square (1 degree of freedom) |
|---------------------------------|-----------|--|--|---------------------------------------|--|
| Happy, cheerful | 18 | 40.9 | 59.1 | 1.46 | |
| Likes Navy | 32 | 49.2 | 50.8 | .02 | |
| Likes work | 37 | 57.9 | 42.1 | 1.56 | |
| Enjoys working with others | 7 | 63.7 | 36.3 | .82 | |
| Doesn't complain | 23 | 57.5 | 42.5 | .90 | |
| Good personality | 25 | 61.0 | 39.0 | 1.98 | |
| No other interests | 1 | 11.1 | 88.9 | 5.44* | |
| Clean, Clean-cut | 19 | 76.0 | 24.0 | 6.76** | |
| Good pay, financial | 3 | 60.0 | 40.0 | .20 | |
| Pleasant, well liked | 35 | 57.4 | 42.6 | 1.33 | |
| Good follower | 9 | 47.3 | 52.7 | .05 | |
| Good leader | 16 | 53.4 | 46.6 | .13 | |
| Good worker | 39 | 60.0 | 40.0 | 2.60 | |
| Background, family | 5 | 62.5 | 37.5 | .50 | |
| Favorable working conditions | 3 | 30.0 | 70.0 | 1.60 | |
| Good officers | 6 | 46.1 | 53.9 | .08 | |
| No personal worries, happy | 18 | 50.0 | 50.0 | .00 | |
| Good liberty | 6 | 50.0 | 50.0 | .00 | |
| Security | 4 | 25.0 | 75.0 | 4.00 | |
| Good duty stations | 12 | 57.2 | 42.8 | .43 | |
| Even tempered | 22 | 53.7 | 46.3 | .22 | |
| Like duty stations | 8 | 61.6 | 38.4 | .69 | |
| Authority, status | 6 | 35.2 | 64.8 | 1.47 | |
| Tries to improve self | 17 | 56.7 | 43.3 | .53 | |
| About to retire | 9 | 60.0 | 40.0 | .60 | |
| Do not know such a person | 2 | 5.4 | 94.6 | 29.43** | |

*Significant at the .05 level of confidence (two-tailed test).

**Significant at the .01 level of confidence (two-tailed test).

APPENDIX G

Percentages and Ranks for Low Morale Responses
By Officers and Enlisted Men

| Item | Enlisted Men | | Officers | |
|------------------------------------|-------------------------------|------|------------------------------|------|
| | Per Cent of Responses (N=330) | Rank | Per Cent of Responses (N=91) | Rank |
| Dissatisfied with Navy | 28.1 | 1 | 34.0 | 2 |
| Type of person who can't adjust | 23.9 | 3 | 40.6 | 1 |
| Complains | 24.8 | 2 | 29.6 | 4.5 |
| Personal problems (family) | 23.6 | 4 | 26.3 | 8 |
| Dissatisfied with work | 19.6 | 6 | 28.5 | 6 |
| Good personality | 20.9 | 5 | 23.1 | 9 |
| Good worker | 17.8 | 7 | 27.4 | 7 |
| Bad worker | 15.4 | 9.5 | 29.6 | 4.5 |
| Bad follower, disciplinary problem | 13.6 | 13 | 30.7 | 3 |
| Not interested | 15.7 | 8 | 21.9 | 11 |
| Officers not good | 15.4 | 9.5 | 23.0 | 10 |
| Unfavorable duty station | 14.2 | 11 | 17.5 | 13 |
| Status problem | 13.0 | 14 | 20.8 | 12 |
| Low pay, financial | 13.9 | 12 | 15.3 | 14 |
| Not happy | 12.7 | 16 | 14.2 | 16 |
| Looking forward to getting out | 12.7 | 16 | 13.1 | 18.5 |
| Hostile, inconsiderate | 12.7 | 16 | 10.9 | 20.5 |
| Unfavorable working conditions | 11.8 | 18 | 10.9 | 20.5 |
| Bad background | 9.1 | 20 | 14.2 | 15 |
| Friendly, nice guy | 10.9 | 19 | 5.5 | 27 |
| Feels picked on | 8.4 | 21 | 13.1 | 18.5 |
| Just putting in time | 6.9 | 22 | 9.8 | 23.5 |
| Dissatisfied with officers | 5.8 | 25.5 | 13.2 | 17 |
| Few liberties | 6.0 | 23.5 | 9.8 | 23.5 |
| Sloppy, not clean | 6.0 | 23.5 | 8.7 | 25 |
| Dissatisfied with duty | 5.8 | 25.5 | 9.9 | 22 |
| Poor food | 4.5 | 27 | 2.2 | 29 |
| Is a poor leader | 2.7 | 32 | 7.6 | 26 |
| Petty problems | 3.9 | 29 | 2.1 | 30 |
| Drinks to excess | 3.0 | 31 | 3.2 | 28 |
| Bad breaks | 3.9 | 29 | 0 | 32.5 |
| Inadequate medical care | 3.9 | 29 | 0 | 32.5 |
| Don't know such a person | 2.1 | 33 | 1.1 | 31 |

APPENDIX H

Percentages and Ranks for High Morale Responses
By Officers and Enlisted Men

| Item | Enlisted Men | | Officers | |
|--------------------------------------|-------------------------------|------|------------------------------|------|
| | Per Cent of Responses (N=334) | Rank | Per Cent of Responses (N=92) | Rank |
| Good worker | 37.7 | 1 | 69.5 | 1 |
| Likes Navy | 33.8 | 4.5 | 52.1 | 2 |
| Likes work | 33.8 | 4.5 | 51.0 | 3 |
| Pleasant, well liked | 36.2 | 3 | 38.0 | 6 |
| He is happy, cheerful | 26.9 | 2 | 27.1 | 10 |
| Good personality | 19.7 | 9 | 40.2 | 5 |
| Even tempered | 21.8 | 6 | 28.2 | 9 |
| Good leader | 16.1 | 11 | 45.6 | 4 |
| No personal worries, happy family | 20.6 | 7.5 | 29.3 | 8 |
| Doesn't complain | 20.6 | 7.5 | 24.9 | 12 |
| Tries to improve self | 14.9 | 12 | 30.4 | 7 |
| Clean, cleancut | 12.5 | 13 | 26.0 | 11 |
| Do not know such a person | 16.7 | 10 | 5.4 | 22 |
| Authority, status | 9.2 | 17 | 23.9 | 13 |
| Good follower | 10.1 | 15 | 19.5 | 14 |
| Good duty stations | 12.2 | 14 | 9.7 | 17.5 |
| Security | 9.8 | 16 | 9.7 | 17.5 |
| Good officers | 6.8 | 20.5 | 15.2 | 15 |
| Good liberty | 7.4 | 18 | 4.3 | 23.5 |
| Likes duty stations | 6.8 | 20.5 | 6.5 | 20.5 |
| Enjoys working with others | 5.9 | 22 | 7.6 | 19 |
| About to retire | 7.1 | 19 | 2.1 | 25 |
| Background family | 3.8 | 25 | 11.9 | 16 |
| Favorable working conditions | 5.3 | 23 | 4.3 | 23.5 |
| No other interests | 4.4 | 24 | 1.0 | 26 |
| Good pay, financial | 2.0 | 26 | 6.5 | 20.5 |