A SECOND STUDY OF FACTORS IN JOB SATISFACTION

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Aerospace Medical Division (AFSC)
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November 1970

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FOREWORD

This report was prepared in the Neuropsychiatry Branch under task No. 775504. The study was conducted jointly by the Office of the Command Surgeon, Military Airlift Command, and the USAF School of Aerospace Medicine. Dr. Kirschner, representing MAC, directed the study team. The work was accomplished during the period from September 1969 through April 1970. The paper was submitted for publication on 4 August 1970.

This report has been reviewed and is approved.

JOSEPH M. QUASHNOCK
Colonel, USAF, MC
Commander
A survey of morale and job satisfaction in aircraft maintenance personnel of the Aerospace Rescue and Recovery Service (ARRS) was conducted as part of a world-wide, on-site investigation of accident trends. Analysis of survey forms returned by 459 maintenance personnel yielded the following findings: (a) the major area of concern is promotions; (b) ARRS maintenance personnel express a high degree of satisfaction with their job supervision; (c) overall levels of job satisfaction are higher than in previously studied maintenance units.
A SECOND STUDY OF FACTORS IN JOB SATISFACTION

I. INTRODUCTION

As part of an extensive review of flying safety in the Aerospace Rescue and Recovery Service (ARRS), the Commander, Military Airlift Command, directed the formation of a multidisciplinary team to conduct a worldwide survey of ARRS operations. The team medical representative was assigned responsibility for the area of morale. The USAF School of Aerospace Medicine provided support by conducting a survey to identify factors influencing morale. Previous studies (1, 2) have presented factors found to influence morale and job satisfaction in maintenance personnel.

The survey questionnaire used in prior studies (1) was developed for use in maintenance units supporting airlift operations. The time available for preparation precluded development of a questionnaire specifically oriented to rescue operation and mission as opposed to airlift operation and mission (3).

Because of the data available on Military Airlift Command (MAC) maintenance personnel and the similarities between rescue and airlift personnel (e.g., same USAF policies, same major command policies, and worldwide distribution), the decision was made to use the survey questionnaire previously developed as the best available tool to explore morale in ARRS maintenance personnel.

II. METHOD

Copies of the Maintenance Management Survey questionnaire (SAM Hq Form 0-115, shown in the appendix) were distributed to maintenance personnel of ARRS units, both helicopter and fixed-wing. These units were assigned worldwide including SEA, Pacific Theatre, CONUS, and Europe. Maintenance personnel present for duty within a specified time period were instructed to complete the form individually and return it directly to SAM in preaddressed, franked envelopes provided to them.

The number of responses to each part of each question were machine punched for data reduction. Responses to some questions were subsequently grouped to give three classes of response: negative/unfavorable, neutral, and positive/favorable. For reporting, all distributions have been expressed as percentages.

III. RESULTS

Approximately 1,000 questionnaires were distributed. The form was adequately completed and returned within the allotted time by 459 maintenance personnel representing 51 ARRS units.

Job-specific factors

Six of the 44 questionnaire items were directed to job-specific factors (questions 22, 23, 24, 35, 36, and 37). The responses are shown in tables I and II.

Question 18 asked the respondent to estimate the average number of hours per week that he was expected to be present for duty. Table III shows the respondents' estimates of their average duty hours per week.

Job-feeling factors

Four of the 44 questionnaire items were directed to job-feeling factors (questions 32,
The responses are shown in table IV.

### Off-the-job factors

Thirteen of the 44 questionnaire items were directed to off-the-job factors (questions 11 through 17, 25, 26, 28, 29, 31, and 33). The responses are shown in tables V and VI.

### Effect of job on self and family

Three of the 44 questionnaire items were directed to the airman's assessment of the effect of his job on himself and his family and his intent to reenlist (questions 34, 40, and 41). The responses are shown in table VII.

### Changes to improve morale

The maintenance personnel were requested to indicate which two of eighteen choices (question 43) would have the greatest effect in improving morale. Of the 459 questionnaires tallied, 152 contained more than 2 responses to item 43 and could not be included. The responses of the correctly answered 307 questionnaires are shown in table VIII.

### Job-satisfaction rating scale

The final item on the questionnaire was a job-satisfaction rating scale on which the maintenance personnel could indicate, in fifteen graduations, their overall feelings about their present duty assignment. The responses are grouped into five broader categories in table IX.

An alternate grouping of the responses into three broad categories is shown in table X to facilitate comparison with the previous study (1) utilizing this questionnaire.

### IV. DISCUSSION

#### Job-specific factors

Of the job-specific factors listed in tables I, II, and III, previous studies (1, 2) have shown only knowledge of the system (item 22) and technical school attendance (item 23) to be
TABLE IV
Job-feeling factors

<table>
<thead>
<tr>
<th>Question</th>
<th>F</th>
<th>N (percent)</th>
<th>U</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>32. Working conditions on TDY</td>
<td>15</td>
<td>37</td>
<td>8</td>
<td>36</td>
</tr>
<tr>
<td>38. Quality of supervision</td>
<td>71</td>
<td>4</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>39. Quality of OJT</td>
<td>7</td>
<td>30</td>
<td>2</td>
<td>68</td>
</tr>
<tr>
<td>42. Opinion of APRs</td>
<td>33</td>
<td>33</td>
<td>34</td>
<td></td>
</tr>
</tbody>
</table>

F = Positive/favorable.
N = Neutral.
U = Negative/unfavorable.
N/A = Not applicable.

TABLE V
Off-the-job factors

<table>
<thead>
<tr>
<th>Question</th>
<th>F</th>
<th>N (percent)</th>
<th>U</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. Quarters</td>
<td>15</td>
<td>70</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>12. Mess hall</td>
<td>3</td>
<td>60</td>
<td>5</td>
<td>35</td>
</tr>
<tr>
<td>13. Food</td>
<td>8</td>
<td>48</td>
<td>11</td>
<td>36</td>
</tr>
<tr>
<td>14. Time for meals</td>
<td>69</td>
<td>9</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td>15. Transportation</td>
<td>5</td>
<td>28</td>
<td>44</td>
<td>26</td>
</tr>
<tr>
<td>16. Cost of living</td>
<td>12</td>
<td>34</td>
<td>54</td>
<td></td>
</tr>
<tr>
<td>28. Off-duty education</td>
<td>40</td>
<td>20</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>31. Living conditions on TDY</td>
<td>12</td>
<td>41</td>
<td>11</td>
<td>36</td>
</tr>
<tr>
<td>33. Cost of TDY</td>
<td>8</td>
<td>35</td>
<td>21</td>
<td>36</td>
</tr>
</tbody>
</table>

F = Positive/favorable.
N = Neutral.
U = Negative/unfavorable.
N/A = Not applicable.

TABLE VI
Off-the-job factors

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes (percent)</th>
<th>No (percent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>17. Adequate sleep</td>
<td>75</td>
<td>25</td>
</tr>
<tr>
<td>23. Adequate pay</td>
<td>39</td>
<td>61</td>
</tr>
<tr>
<td>26. Additional jobs</td>
<td>85</td>
<td>15</td>
</tr>
<tr>
<td>29. Work interferes with education</td>
<td>40</td>
<td>60</td>
</tr>
</tbody>
</table>

significantly associated with job satisfaction. While 71% of the ARRS maintenance personnel indicate neutral or favorable knowledge of their assigned system, 29% definitely indicate a need and desire for greater knowledge of their primary job. Although safety, work satisfaction, APRs, and promotion are involved in the primary job, 20% of ARRS maintenance personnel (table I, item 23) have not had an opportunity to attend a formal technical school on the system to which they are assigned.
TABLE VII
Effect of job on self and family

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Undecided</th>
</tr>
</thead>
<tbody>
<tr>
<td>34. Family problems created by maintenance duties</td>
<td>17</td>
<td>83</td>
<td>N/A</td>
</tr>
<tr>
<td>40. Air Force as a career</td>
<td>42</td>
<td>31</td>
<td>27</td>
</tr>
<tr>
<td>41. Wife desires Air Force career for husband</td>
<td>35</td>
<td>44</td>
<td>21</td>
</tr>
</tbody>
</table>

TABLE VIII
Changes to improve morale

<table>
<thead>
<tr>
<th>Item</th>
<th>Question 43</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>F Promotions</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>D Proficiency pay</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>G Credit to worker</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>R Position on promotion list</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>C Manning to 100%</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>I Communication</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>N Status of NCOs</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>A APRs more realistic</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

Table III shows the hours per week present for duty. The modal number was 43 hours per week. The mean was 46.8 hours per week. In the previous studies (1, 2) duty hours were significantly negatively correlated with job satisfaction. In the previous study (1) of maintenance personnel the mean duty week was 45.4 hours.

Job-feeling factors

Of the four job-feeling factors tabulated in table IV, only the quality of supervision (item 38) has been found significantly correlated with job satisfaction (2). It should be noted, furthermore, that supervision is the strongest and most consistently positive factor in job satisfaction (2). It is encouraging to observe that 71% of these survey respondents were distinctly satisfied with the quality of supervision they received on the job.

Off-the-job factors

Thirteen questionnaire items are tabulated in tables V and VI as off-the-job factors having some impact on overall job satisfaction. Of these thirteen, only four items (table V, items 11 and 16; table VI, items 17 and 26) have been found to be significantly correlated with job satisfaction (2). The quality of quarters, reasonable cost of living, and adequate sleep are significant positive contributors to job satisfaction. Additional jobs ("moonlighting") is a significant negative contributor to job satisfaction.

In this survey of ARRS maintenance personnel only 14% were not satisfied with their quarters, 54% felt the cost of living was much
too high, 75% stated they got enough sleep, and 85% held additional jobs. The responses regarding cost of living and holding additional jobs are consistent with one another and with the response to adequacy of pay (table VI, item 25) although pay per se has not been found to be significantly correlated with job satisfaction (2).

Off-the-job factors such as base transportation, mess halls, and quality of food are frequently mentioned, in common experience, as objects of dissatisfaction; however, as pointed out by Cantrell et al. (2) and Hartman (3), these factors are apparently short-term, socially acceptable dissatisfiers and do not strongly influence the individual in his overall assessment of job satisfaction or career planning. For the supervisor or manager, these off-the-job factors have utility in that they serve as problem areas for visible attempts at corrective action which may foster feelings of supervisory support among workers. However, the manager should realize that these efforts will not have long-term effects and will not of themselves significantly influence such payoffs as reenlistment.

Effect of job on self and family

The wife’s feelings about an Air Force career (table VII, item 41) was previously shown to be significantly positively associated with job satisfaction (2). This survey indicates that 65% of the ARRS maintenance personnel believe their wives are undecided or are opposed to an Air Force career. It was not possible in this survey to canvass the wives for their own opinions about an Air Force career for their husbands or about their perception of the effect of the job on the family unit. However, so high a proportion of dissatisfaction and doubt expressed by husbands suggests that the recommendations of Cantrell et al. (2) regarding management attention to wives deserve consideration.

Changes to improve morale

Question 43 of the questionnaire suggests 18 changes of which the respondent is to indicate 2 choices which would most improve morale. This list is felt to be inclusive of major areas of concern to maintenance personnel since only six respondents made write-in suggestions for changes to improve morale.

Table VIII lists the eight areas of major concern as indicated by the responses. Items F, D, G, R, and C were among the top eight areas of concern previously indicated by maintenance personnel (1). Items F, R, and A are concerned with promotion and together comprise 34% of the responses. The second ranking item (item D, question 43) concerning proficiency pay would appear to reflect concern about inequities of recognition rather than pay alone since pay, as noted above, has not of itself been significantly correlated with job satisfaction.

Job-satisfaction rating scale

In the final survey question, the maintenance personnel were asked to assess their overall job satisfaction. As shown in table X, 74% were medium to high in overall job satisfaction. Job satisfaction of ARRS maintenance personnel appears to be higher than in the previous study group (1) where only 48% indicated medium to high job satisfaction.

It is possible that the higher level of job satisfaction in ARRS maintenance personnel reflects the generally smaller units characteristic of ARRS as compared to airlift units. The smaller units predispose to closer contact with supervisors and with aircrews, so that maintenance personnel can see and appreciate the end results of their efforts in the accomplishment of their unit’s mission. This kind of motivational feedback can contribute significantly to unit morale.
REFERENCES


APPENDIX

MAINTENANCE MANAGEMENT SURVEY

The response codes are indicated at the appropriate places on the survey form by use of the following symbols:

- Positive/favorable: ......................................................... F
- Neutral: ................................................................. N
- Negative/unfavorable: .................................................. U
- Not applicable: ............................................................ O
MAINTENANCE MANAGEMENT SURVEY

COMAC has directed the formation of a committee to study the problems faced by the aircraft maintenance personnel. The result of this study will be analyzed and ways of solving any problems will be forwarded to the Commander, MAC. This survey is one part of the committee's approach to the problems. You are asked to complete this survey as honestly and completely as you can — your name will not be connected to the survey you complete. Your answers will be compared to those of other maintenance personnel and any problems found will be presented to the committee for consideration and possible action. To the extent that all personnel taking this survey are honest and complete, the problems and solutions forwarded by the committee to the Commander, MAC, will be real problems faced by the maintenance personnel. So, for your own sake as well as for the sake of all maintenance personnel, be as complete and honest as you can in answering the questions in this survey.

### 1. Squadrons

<table>
<thead>
<tr>
<th>1. Squadron</th>
<th>2. Primary AFSC</th>
<th>3. Duty AFSC</th>
</tr>
</thead>
</table>

### 4. Rank

<table>
<thead>
<tr>
<th>4. Rank</th>
<th>5. Age</th>
<th>6. Time in Current Grade</th>
</tr>
</thead>
</table>

### 7. Total Time on Present Types and Models of Aircraft You Are Required to Work On

<table>
<thead>
<tr>
<th>7. Total Time on Present Types and Models of Aircraft You Are Required to Work On</th>
<th>8. Total Number of Dependents Not Counting Yourself</th>
</tr>
</thead>
</table>

### 70. Do Any of Your Dependents Require Special Care? If So, Who Are They and What Is The Special Care They Require

#### 71. How Are Your Base Quarters or Your Civilian Housing?

<table>
<thead>
<tr>
<th>A. Terrible</th>
<th>B. Pretty Bad</th>
<th>C. Below Average</th>
<th>D. Average</th>
<th>E. Above Average</th>
<th>F. Very Good</th>
<th>G. Excellent</th>
</tr>
</thead>
</table>

### 72. What Type of Mess Hall Are Your Meals Served In?

<table>
<thead>
<tr>
<th>A. I Never Eat There</th>
<th>B. Terrible</th>
<th>C. Pretty Bad</th>
<th>D. Below Average</th>
<th>E. Average</th>
<th>F. Above Average</th>
<th>G. Very Good</th>
<th>H. Excellent</th>
</tr>
</thead>
</table>

### 73. What Type of Food Does The Mess Hall Serve?

<table>
<thead>
<tr>
<th>A. I Never Eat There</th>
<th>B. Terrible</th>
<th>C. Pretty Bad</th>
<th>D. Below Average</th>
<th>E. Average</th>
<th>F. Above Average</th>
<th>G. Very Good</th>
<th>H. Excellent</th>
</tr>
</thead>
</table>

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SAM HQ 4OW 0-115 ONE TIME EXPIRES 70
14. WHICH ON? THE FOLLOWING STATEMENTS IS MOST NEARLY CORRECT WHEN APPLIED TO AUTHORIZED TIME-OFF FOR MEAL

<table>
<thead>
<tr>
<th></th>
<th>A. I BRING MY OWN FOOD AND EAT IT WHEN IT IS CONVENIENT.</th>
<th>B. I TRY TO EAT IN THE MESS-HALL, BUT MY WORK-HOURS ARE USUALLY SO MESS-UP THAT MOST OF THE TIME I HAVE TO GRAB SOMETHING FROM THE MAN-BAR.</th>
<th>C. I GET THE TIME OFF, BUT BASE TRANSPORTATION IS SO TERRIBLE THAT I AM AFRAID TO TRY TO EAT IN THE MESS-HALL FOR FEAR THAT I WILL BE LATE IN GETTING BACK TO WORK.</th>
<th>D. I RARELY GET THE FULL TIME OFF BECAUSE THERE ALWAYS SEEMS TO BE SOME CRASH PROJECT THAT HAS TO BE FINISHED AS SOON AS POSSIBLE.</th>
<th>E. I HAVE A SCHEDULED TIME OFF THAT I USUALLY GET AND CAN EAT WHEREVER I WANT TO.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

15. HOW ARE THE ON-BASE TRANSPORTATION FACILITIES?

<table>
<thead>
<tr>
<th></th>
<th>A. I NEVER TRY TO USE THEM.</th>
<th>B. THERE AREN'T ANY THAT I KNOW OF.</th>
<th>C. VERY POOR AND UNPREDICTABLE.</th>
<th>D. AVERAGE.</th>
<th>E. VERY GOOD AND ALWAYS PREDICTABLE.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

16. HOW IS THE COST-OF-LIVING IN THE AREA IN WHICH YOU ARE STATIONED?

<table>
<thead>
<tr>
<th></th>
<th>A. MUCH TOO HIGH.</th>
<th>B. ABOUT AVERAGE.</th>
<th>C. VERY REASONABLE.</th>
<th>D. AVERAGE.</th>
<th>E. VERY GOOD AND ALWAYS PREDICTABLE.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

17. ARE YOU ABLE TO GET ENOUGH SLEEP DURING THE AVERAGE 24-HOUR DAY?

<table>
<thead>
<tr>
<th></th>
<th>A. YES-I GET PLENTY OF SLEEP AND REST.</th>
<th>B. NO-IT IS USUALLY TOO HOT OR TOO COLD.</th>
<th>C. NO-IT IS USUALLY TOO NOISY.</th>
<th>D. NO-SOME OTHER REASON (Explain).</th>
<th>E. VERY GOOD AND ALWAYS PREDICTABLE.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

18. ON THE AVERAGE, APPROXIMATELY HOW MANY HOURS A WEEK ARE YOU EXPECTED OR REQUIRED TO BE PHYSICALLY PRESENT FOR DUTY (Excluding Dinners)?

<table>
<thead>
<tr>
<th></th>
<th>A. 21-25 HOURS.</th>
<th>B. 26-30 HOURS.</th>
<th>C. 31-35 HOURS.</th>
<th>D. 36-40 HOURS.</th>
<th>E. 41-45 HOURS.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F. 46-50 HOURS.</td>
<td>G. 51-55 HOURS.</td>
<td>H. 56-60 HOURS.</td>
<td>I. 61-65 HOURS.</td>
<td>J. 66-70 HOURS.</td>
</tr>
</tbody>
</table>

19. OF THE HOURS INDIUCED IN QUESTION 18, APPROXIMATELY HOW MANY HOURS A WEEK, ON THE AVERAGE, DO YOU ACTUALLY SPEND WORKING ON THE SYSTEM OR PLANE SETS; IT READY FOR A MISSION, INCLUDE ONLY THE TIME THAT YOU ARE ACTUALLY REPAIRING, ADJUSTING, CLEANING, OR CHECKING THE SYSTEM OR PART INVOLVED; DO NOT INCLUDE THE TIME SPENT WAITING FOR SOMEONE TO ASSIGN YOU TO THIS OR TELL YOU WHAT TO DO OR WHERE TO DO IT. DO NOT INCLUDE THE TIME SPENT IN OBTAINING PARTS, FILLING OUT FORMS OR REQUESTS, PUNCHING CLUSE. INCLUDE ONLY THE TIME THAT YOU ARE ACTUALLY PERFORMING THE SYSTEM OR PART?

<table>
<thead>
<tr>
<th></th>
<th>A. 0-10 HOURS.</th>
<th>B. 11-15 HOURS.</th>
<th>C. 16-20 HOURS.</th>
<th>D. 21-25 HOURS.</th>
<th>E. 26-30 HOURS.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F. 31-35 HOURS.</td>
<td>G. 36-40 HOURS.</td>
<td>H. 41-45 HOURS.</td>
<td>J. 46-50 HOURS.</td>
<td>J. 51 HOURS OR MORE.</td>
</tr>
</tbody>
</table>
21. ON THE AVERAGE, FOR HOW MANY OF THE HOURS INDICATED IN QUESTION 16, ARE YOU READY AND AVAILABLE TO DO THE WORK AS PART OF YOUR DUTIES, TRANSPORTATION, LACK OF ORDERS, ETC., ARE INHIBITING YOU TO THE WORK?

- A. 0-5 hours
- B. 6-10 hours
- C. 11-15 hours
- D. 16-20 hours
- E. 21-25 hours
- F. 26-30 hours
- G. 31-35 hours
- H. 36-40 hours
- I. 41 hours or more

22. YOU INDICATED THAT THE AVERAGE NUMBER OF HOURS YOU WORKED PER WEEK HERE IN QUESTION 18, IN PARTS "A" AND "B" OF THIS QUESTION. HOW ARE THE TOTAL NUMBER OF HOURS YOU INDICATED IN QUESTION 18 DIVIDED INTO: NO HOURS, THOSE YOU WORK DURING THE DAYLIGHT HOURS AND THOSE YOU WORK DURING THE NIGHTTIME HOURS. (FOR EXAMPLE, SUPPOSE YOU MARKED "C" FOR QUESTION 18 INDICATING THAT YOU AVERAGE 61-65 HOURS PER WEEK. YOU ARE ON A 40 HOUR WORK WEEK AND WORK 20 HOURS DURING THE NIGHT. IN SPICE "A" BELOW YOU WOULD WRITE IN "20" AND IN SPACE "B" "41". HOWEVER, YOU ARE TO WRITE IN WHAT YOU ACTUALLY DO WORK):

| A. Daytime Hours (7am to 7pm) |
| B. Nighttime Hours (7pm to 7am) |

23. HOW WELL DO YOU KNOW THE PLANES AND SYSTEMS YOU ARE REQUIRED TO WORK ON?

- A. I don't know them very well
- B. I know some but need to know a lot more
- C. About average, I guess
- D. I know them fairly well
- E. I know them almost perfectly

24. HAVE YOU ATTENDED A TECHNICAL TRAINING SCHOOL ON THE SYSTEMS AND PLANES YOU ARE REQUIRED TO WORK ON?

- A. No, and I really need to go to one
- B. No, but I don't really need to
- C. Yes, but what I learned there is of very little help to me.
- D. Yes, and what I learned in school helps a lot.
- E. Yes, and it was a very good school. I haven't run into very many problems that weren't covered in the school.

25. HAVE YOU ATTENDED A MOBILE TRAINING DETACHMENT COURSE ON THE SYSTEMS OR PLANES THAT YOU WORK ON?

- A. No, and I sure need to
- B. No, but I don't need to
- C. Yes, but it was a waste of time
- D. Yes, and it certainly has helped me a lot

26. DOES YOUR MILITARY PAY COVER YOUR LIVING EXPENSES ADEQUATELY?

- A. Yes
- B. No

27. DO YOU EARN MONEY IN ADDITION TO YOUR MILITARY PAY?

- A. Yes
- B. No

28. HOW MANY HOURS PER WEEK, ON THE AVERAGE, DO YOU WORK ON OFF-DUTY DUTY?

- A. No
- B. Yes, and I have taken one or more
- C. Yes, but I have not been able to
1. If you have wanted to take off-duty education courses but haven't been able to, why haven't you? (Check one or more)
   A. None have been available
   B. I always seem to work shifts that conflict with the courses I need
   C. Either my supervisor or one of his superiors would not give his permission.
   D. I have to have an off-duty job and it takes too much of my "free" time for me to be able to take any courses.
   E. The base education office won't authorize me to.
   F. It would take too much time away from my family.
   G. I haven't been enough years of school to get into any of the courses.
   H. I couldn't pass any of the courses.
   I. Some other reason (explain).

2. Approximately how many days were spent on TOY during the past year?

3. What are the living conditions you are faced with while on TOY?
   A. I haven't been on TOY during the past year
   B. Terrible
   C. Average
   D. Good
   E. It depends on where I go

4. What are the working conditions on TOY?
   A. I haven't been on TOY during the past year
   B. Terrible
   C. Average
   D. Good
   E. It depends on where I go

5. Do you break even financially when you go TOY?
   A. I haven't been TOY the past year
   B. It always costs much more than I can afford
   C. I almost break even
   D. I make a little usually

6. Do your maintenance duties create any problems with your family?
   A. No
   B. Yes. Explain

7. Are you non ON OUT?
   A. Yes
   B. No

8. Are you non for what skill level?

9. Were you cross-trained into your present AFSC?
   A. Yes
   B. No

10. Are you non being cross-trained from another AFSC?
    A. Yes
    B. No

11. If "Yes" from what AFSC?

12. If "Yes" from what AFSC?

13. What kind of job-supervision do you usually receive?
    A. Practically none
    B. Some once in a while
    C. About half the time my supervisor checks or helps me
    D. I get fairly good supervision

Page 4 of 6 Pages
19. HOW DO YOU FEEL ABOUT THE OJT YOU ARE GETTING?

A. I AM NOT ON OJT.
B. IT IS WORTHLESS.
C. IT IS NOT TOO GOOD.
D. ABOUT AVERAGE / I GUESS.
E. FAIRLY USEFUL.
F. I AM REALLY GETTING THE BEST.

G. DO YOU INTEND TO MAKE THE AF A CAREER?

A. YES
B. NO
C. UNDECIDED

IF "YES" WHAT IS YOUR CAREER OBJECTIVE?

IF "NO" WHY NOT?

40. DOES YOUR WIFE WANT YOU TO STAY IN THE AF?

A. YES
B. NO
C. UNDECIDED

41. WHAT DO YOU THINK SHOULD BE DONE ABOUT AFHS?

A. ELIMINATE THEM COMPLETELY.
B. HAVE ONLY TWO BOXES FOR EACH CHARACTERISTIC RATED (Satisfactory or Unsatisfactory).
C. LEAVE THEM AS THEY ARE BUT DO NOT CONSIDER THEM FOR PROMOTION PURPOSES.
D. THEY ARE VERY GOOD JUST AS THEY ARE NOW.

42. WHAT CHANGES DO YOU FEEL WOULD MOST IMPROVE MORALE (CHART TWO):

A. MAKE THE AFHS MORE REALISTIC
B. ELIMINATE SPLIT-SHIFTS
C. GET THE MANNING STRENGTH UP TO 100%
D. EITHER SPREAD PROFICIENCY PAY ACROSS ALL AFSC'S OR ELIMINATE IT
E. REMOVE MINOR DISCREPANCIES FROM THE DEROGATORY FILE AFTER FOUR NO'S IS
F. MAKE PROMOTIONS MORE PREDICTABLE AND REALISTIC
G. SET UP A SYSTEM WHERE THE MAN WHO DOES THE WORK GETS THE CREDIT
H. ELIMINATE FAVORITISM IN WORK ASSIGNMENT AND TIME OFF
I. KEEP EVERYONE INFORMED ON WHAT IS GOING ON
J. ADJUST THE LENGTH OF THE WORK SHIFTS TO CONFORM TO THE WEATHER
K. KEEP A CLOSER CHECK ON THE WAY SUPERVISORS MANAGE THEIR UNITS
L. IMPROVE THE SUPPLY SYSTEM
M. IMPROVE THE STATUS OF THE NCO'S
N. SET UP A REALISTIC CHANNEL FOR LEGITIMATE GRIPES
O. ELIMINATE SOME OF THE UNFAIR ADVANTAGES THE AIRMEN WHO ARE CREWMEMBERS HAVE
P. GO BACK TO THE CREW CHIEF SYSTEM
Q. INFORM EVERY MAN WHERE HE STANDS ON THE PROMOTION LIST
A. THIS IS THE SINGLE WORST ASSIGNMENT THAT I HAVE EVER HAD
B. ONE OF TWO OR THREE TERRIBLE ASSIGNMENTS - ALL EQUALLY BAD
C. A TERRIBLE ASSIGNMENT, BUT NOT THE WORST BY ANY MEANS
D. A VERY BAD ASSIGNMENT
E. A BAD ASSIGNMENT
F. POORER THAN THE AVERAGE ASSIGNMENT
G. ALMOST AS GOOD AS THE AVERAGE ASSIGNMENT
H. AN AVERAGE ASSIGNMENT
I. JUST A LITTLE BETTER THAN THE AVERAGE ASSIGNMENT
J. CLEARLY BETTER THAN AVERAGE
K. A GOOD ASSIGNMENT
L. A VERY GOOD ASSIGNMENT
M. AN EXCELLENT ASSIGNMENT, BUT NOT QUITE SUPERIOR
N. ONE OF TWO OR THREE SUPERIOR ASSIGNMENTS I HAVE HAD, ALL EQUALLY SUPERIOR
O. THE SINGLE MOST SUPERIOR ASSIGNMENT THAT I HAVE EVER HAD.

REMARKS: PLEASE WRITE IN THE SPACE BELOW ANY SUGGESTIONS OR REMARKS THAT YOU FEEL MIGHT BE OF HELP IN IMPROVING THE MORALE OR EFFICIENCY OF THE MAINTENANCE SYSTEM.
A second study of factors in job satisfaction

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Richie S. Dryden, Major, USAF, MC
Bryce O. Hartman

November 1970

This document has been approved for public release and sale; its distribution is unlimited.

A survey of morale and job satisfaction in aircraft maintenance personnel of the Aerospace Rescue and Recovery Service was conducted as part of a worldwide on-site investigation of accident trends. Analysis of survey forms returned by 459 maintenance personnel yielded the following findings: (a) the major area of concern is promotions; (b) ARRS maintenance personnel express a high degree of satisfaction with their job supervision; (c) overall levels of job satisfaction are higher than in previously studied maintenance units.
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<th>KEY WORDS</th>
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<td>Psychology</td>
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<td>Job satisfaction in the U. S. Air Force</td>
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