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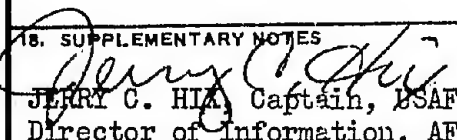
CORRELATED ASPECTS OF CAREER MOTIVATION IN
AIR FORCE INTERNAL PUBLICATIONS

AIR FORCE INSTITUTE OF TECHNOLOGY

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CORRELATED ASPECTS OF CAREER MOTIVATION
IN AIR FORCE INTERNAL PUBLICATIONS

APPROVED:

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Alan Scott

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CORRELATED ASPECTS OF CAREER MOTIVATION
IN AIR FORCE INTERNAL PUBLICATIONS

by

PETER ANTON GOUBERT, B.A.

THESIS

Presented to the Faculty of the Graduate School of
The University of Texas at Austin
in Partial Fulfillment
of the Requirements
for the Degree of
MASTER OF ARTS

THE UNIVERSITY OF TEXAS AT AUSTIN

May, 1975

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vociferance. My wife, Dee, was always encouraging and always ready to help. She typed the thesis drafts and kept the family mob under control, in addition to all her normal activities. My love and thanks to all of them.

P. A. G.

Austin, Texas

April 18, 1974

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CHAPTER I

BACKGROUND AND PERSPECTIVE

The communication of ideas and events fills a basic human need wherever a group of people share common environments or interests. This need is satisfied alike by backyard gossip, the company grapevine, the local newspaper, the public address system of a ship at sea or the journals of scholarly societies.

Over the years, the demand by organizations for more effective communication with its various publics has given birth to an effort of considerable magnitude. This effort ranges over a wide spectrum of communications depending upon the target audience. There are trade journals for broad special interest coalitions, annual reports for stockholders, procedural manuals for equipment operators, and telephone hot lines for rumor-squelching, to name few. Intraorganizational communications, the concern of this paper, are those communications which flow to and from the organization's internal public, namely its employees.

Intraorganizational Communications

The range of internal communication functions of an organization is as broad as the scope of operations of that organization. Table 1 presents a synopsis of possible intraorganizational communication adapted from Stanford¹ and Gellerman.²

As can be seen, intraorganizational communication can be discussed in terms of content or information channel. The content of communication may be related to tasks, i.e., the organization's primary and official objectives and goals, or it may be related to items of more interest to individuals in the organization, i.e., employee welfare and morale.

Similarly, communication may be differentiated in terms of the functional channels employed. The formal channel includes any official, deliberate, or overt message from management to employees (collectively or individually) or vice versa. It includes everything that one party wants the other to know and is therefore calculated to make the sending party look good to the receiver. The reasons for existence of the formal channel include the need to ensure a coordinated operation in which all individuals are enabled to make a desired contribution and the desire to manipulate attitudes and opinions. The informal channel consists of rumors, gossip,

TABLE 1
 INTRAORGANIZATIONAL COMMUNICATION BY CONTENT AND INFORMATION CHANNEL

| Channel | Related to Tasks | Not Related to Tasks |
|----------|-----------------------|---|
| Formal | Manuals, rulebooks | Magazines, newsletters |
| | Training programs | Bulletin board |
| | Conferences | Speeches |
| | Spoken orders | Employee counseling Suggestion programs Telephone hot lines |
| Informal | Work-related feedback | Gossip, rumors |
| | Praise and criticism | Grapevine |
| Implicit | Work attitudes | Institutional image |
| | Receptivity | Believability |

Source: Adapted from Stanford¹ and Gellerman.²

speculation and other highly interpersonal relations. Because informal communication channels reflect the hopes, anxieties, biases and value judgements of the senders, they are natural and not necessarily unhealthy adjuncts to the formal channels. Indeed, they can serve as an extremely sensitive barometer of morale. The implicit channel includes all of the unchallenged, readily accepted folklore of an organization, including its myths, image and traditions. In essence, it is not so much a communication medium as an attitude toward information; it does not convey messages so much as filters them. Thus, the implicit channel within an organization determines what will seem reasonable or incongruous to members of that organization.

The three channels can be equated with normal communication media. The formal channel generally operates through mass media with a heavy reliance on printed communications. The informal channel is almost exclusively oral and interpersonal. The implicit channel is generally sub-oral and attitude-conditioning unless a deliberate, concerted campaign to alter attitudes makes use of more traditional media.

This study is primarily concerned with non-task-related intraorganizational communication employing the formal channel. In later sections of this chapter the

scope will be further restricted to published communications and finally to internal publications in the military forces.

Published Communications

Internal published communications have been variously labelled house organs, employee magazines, corporate publications and business journalism. Whatever the name, they meet the common need of organizations to convey a particular story through at least one medium, on paper, in the sponsor's words and without being interrupted. Because of its versatility, this type of publication has developed into a major medium in its own right.

Scope and History

Exact figures on the number of corporate communications being published today are not available, but at least 11,000 can be definitely accounted for. The International Council of Industrial Editors estimates that business-sponsored publications reach a total circulation of more than 50 million per issue.³

The company publication is so extensive in industry that there is a tendency to consider its usage solely in terms of business. However, as organizations grow in size, the need for formal internal communication grows. There are thousands of publications put out by government

agencies, schools, colleges, military units, welfare agencies, fraternal groups and trade associations. Gebbie's 1968 House Magazine Directory estimates there are some 50,000 organizational publications with a total circulation exceeding 180 million.⁴ These are only estimates because the house organ publishing effort is so sprawling that no one has yet succeeded in measuring it.

That this tremendous development has taken place in a very short span of time is as remarkable as the scope of the phenomenon. Although organizational publications can be traced back to the "court circular papers" of the Han Dynasty in China twenty centuries ago, basically, they are a direct result of the industrial age.⁵

Perhaps the first such publication in the United States was the Lowell Offering of the Lowell Cotton Mills in Massachusetts. Later known as the New England Offering, it was first produced in 1840 as an outlet for the literary expression of the company's female employees. Some of the contributors subsequently won literary standing among American writers.⁶

This pioneer publication and others which followed over the next four decades were basically external in nature. The first true intraorganizational publication, as measured against today's standards, was probably The

Triphammer, started in 1885 by the forerunner of the Massey-Ferguson Company.⁷

Most of the publications launched around the turn of the century were simple newsletters, unpretentious in size and of doubtful value to their sponsors. Indeed, it was not until the prosperity of the 1920's that high profits enabled companies to provide more expanded outlets for employee self-expression and news of fellow workers. But the typical publication of this era suffered from part-time production, poor editing and a lack of understanding of the true potential of this medium.⁸

With World War II, however, the company publication was quickly recognized as an effective force in building industrial output to support the war effort. Producers of war materials were encouraged by government agencies to institute publications as an aid in eliminating waste, preventing accidents and increasing production. The success of these publications during the war established them as a lasting medium of communication for organizations of all types.⁹ The spectacular growth of the medium over the last three decades attests to the intrinsic value which organizations place on their internal publications.

Objectives

Clearly defined objectives are as important for a publication as they are for the enterprise as a whole. In Peter Drucker's words: "Objectives are needed in every area where performance and results directly and vitally affect the survival and prosperity of the business."¹⁰ If a publication is not a vital factor, then it is an unnecessary expense which can and should be eliminated.

The role of published communications in organizations is generally to provide a unifying element in the organizational climate of communication and to enhance employee morale.¹¹ In 1959, William Halley wrote that "a thoughtful organization periodical will set out to achieve four specific objectives:

1. Building the individual's pride in, and identification with, his organization.
2. Increasing the individual's knowledge of the nature, problems and needs of his organization.
3. Improving the individual's understanding of his role and function within the organization.
4. Enlisting the individual's aid in improving the organization's efficiency."¹²

An organizational publication which is carefully designed to meet the above objectives offers a valuable substitute for face-to-face communication. It can provide

the reader with detailed information on a variety of subjects which would be impossible to communicate in any other manner in today's large organizations. Sherman Tingey, writing in Personnel Journal, defines five categories of information which a successful publication can provide. These categories are:

Internal technological environment. Usually, one of the prime objectives is to inform employees about various aspects of their technological environment, such as company objectives, plans and procedures; successes and failures; health and safety programs; and new products and processes. Such information may be expected to increase intraorganizational coordination, clarify responsibilities, increase productivity and stimulate greater employee acceptance and understanding of the organization's goals and plans.

Internal social environment. Imparting a close identification or pride of association on the part of employees with the interests of the organization results from publication of social notes, news of fellow workers, photos of people at work; union-management negotiations; employee benefit programs; and educational opportunities for, and accomplishment of, employees. The impression to be conveyed is that management is human, benevolent and deeply concerned with employees' welfare.

External environment. The third category consists of information on broad economic, political and social matters. Publication of this information can be expected to increase employees' understanding of general issues, such as the free enterprise system and management's right to conduct business, as well as specifics, such as pending tax measures, labor laws, tariff negotiations and economic factors which could contribute to labor buildup or lay-off.

Company social responsibilities. Recognizing that economic efficiency alone is insufficient to guarantee survival in today's environment, organizations are increasingly communicating to employees, customers, the community and the public at large their accomplishments in the area of social responsibility. Arming employees with facts and information helps the employee to discuss intelligently the contributions made by the organization to the community.

Organizational dynamics. One of the most difficult tasks confronting managers is minimizing employee resistance to major organizational changes, such as the introduction of automation, establishment of new production goals or reductions in the labor force. The organizational publication can play a significant role in identifying the need and expounding the benefits for a change, acquainting employees with management's actions in

considering alternatives to the change and providing feedback to employees on the success of the implemented change program.¹³

Another reason for the use of formal organizational publications, and perhaps the most valid from the human relations standpoint, is the existence among most employee groups of what has been referred to as "information hunger." Saul Gellerman describes this phenomenon:

Survey after survey has shown that employees have an active desire to know more about their companies. This attitude is based primarily on the desire to have information that helps to get the job done. However, information hunger also extends to matters that are not directly related to the job, such as policy formation and internal politics. The motivation for this hunger is seldom a matter of altruism or idle curiosity; it expresses the need of working people to know whether, and if so how, changes in the organization's internal environment may affect them. This hunger is not so much for the information itself as for easy access to it.¹⁴

The availability of access to information is a vital indicator of management's interest in the employee, and a successful publication, more than anything else, evidences this interest. It matters little if the organizational publication is dumped in the wastebasket after it is received; it has still served its function by showing the employee that management cares.¹⁵

In other words, the publication itself--not the content--has the initial impact on employees. Marshall

McLuhan popularized this concept that the medium is the message and he expands it by insisting "The latest approach to media study considers not only the 'content' but the medium and the cultural matrix within which the particular medium operates."¹⁶

The cultural matrix for the employee publication is the organization, which includes employees, management and the publication editor. Management can amplify and reinforce the publication's message, i.e., that the organization cares about its employees, by adhering to basic communication objectives. By the same token, the editor must use all his professional talents to enhance the publication's content and attractiveness.¹⁷

Effectiveness

Many factors which contribute to the effectiveness of organizational publications have been studied by researchers and commented on by experienced practitioners. These factors include content, credibility, production, distribution, style, feedback and staff expertise. For purposes of this report, only the first two factors will be discussed. The reader desiring information on the latter five effectiveness factors is referred to Stanford's literature review.¹⁸

The most important characteristic of an organizational publication is almost certainly the message content--the news it communicates. Employee publications have shifted emphasis in the past twenty years from personal items, social news and gossip to more hard news about the company.¹⁹

Professor J. W. Click studied the content of ten publications which won the Award of Excellence in a 1967 competition and categorized the variety of content being used. General organizational news and features accounted for nearly 44 percent of the space in these publications. General non-company features, the second largest category, accounted for almost 15 percent of the space. Recognition of employees received less than 7 percent, a distant third.²⁰

Practitioners and researchers, however, have pointed out that what employees want to read and what management thinks they want to read are often quite different. Yoder cites the results of one survey which compared the expressed interests of employees with the information actually transmitted to them:

| <u>Interest</u> | <u>Transmitted</u> |
|---------------------|----------------------|
| 1. Company products | 1. Wage Calculations |
| 2. Work rules | 2. Employee services |

- | | |
|----------------------|------------------------------------|
| 3. Company finances | 3. Company products |
| 4. Employee services | 4. Work rules |
| 5. Wage calculations | 5. Company history |
| 6. American business | 6. Company finances |
| 7. Company history | 7. American business ²¹ |

Other surveys of employee interest reveal a similar pattern. Clover states that the primary interest of employees is in "the company plans for the future, for expansion, for new products, for other changes and how will this affect me?"²²

Nevertheless, it should be noted that surveys of the interest expressed by employees may be misleading. McElreath reports that one organization surveyed employee interest and found a desire for more corporate news; yet a readership survey indicated such news had low readership while a want ad section was most widely read and employee promotion announcements were second.²³

Most editors strive for a workable compromise between what the organization wants its publics to know and what they want to read. Properly viewed, the organizational publication is a direct channel to specific audiences and not a vaguely conceived morale booster. To justify the expense and effort required, a publication must accomplish something useful for its sponsor. There is a greater awareness today that trivia accomplishes little for either reader or publisher. Editors realize that the content of

the publication does much to determine its character and impact.²⁴

The effectiveness of a publication depends as much on credibility as it does on content. In surveys conducted at the Naval Ordnance Test Station, employees were asked to rate various communication channels in terms of speed and effectiveness. The most rapid means of communication were found to be the grapevine and conversations with the supervisor with the slowest being organizational publications and bulletin boards. Not surprisingly, this rating of media speed is almost identical to a rank ordering of media according to freedom from organizational restraint. However, in terms of effectiveness, the employees ranked station newspapers and station directives at the top of the list. The study concluded that "employees value more than speed in a communications system--they also want to be sure that the word will always reach them, that it will be complete, and that it has the authority of management behind it."²⁵

Another researcher points out that the image of a publication is a projection of the personality of the editor and staff. These people set the style and tone which, in turn, greatly affect the credibility of the publication. After that, the rest of the work boils down to sheer content.²⁶

Friedlander, citing the General Electric handbook Employee Communication, emphasizes that forthrightness must be a regular, continuous part of the publication's style. Employees "must have formed the habit of looking to the company for this type of information, and have learned from experience that the information is invariably reliable."²⁷

The Business Management Council takes an even more positive stand:

Emotions, not mechanics or techniques, are the real driving forces behind communications. Their existence must be recognized. The present stress on "rationality only" behavior in industry can create a climate of distrust. Man is both a rational and irrational being and there is always an emotional tone in human attempts to be "completely objective."

The old values of honesty, sincerity and trust, sometimes dismissed as Sunday School sentimentality, are actually Monday morning business realism in the quest for better communications. They create the climate in which communications grow. Where they do not exist, communications will be faulty, no matter how they are fertilized with methods and techniques. A man's character seems to have more influence than his personality in improving communications.²⁸

When dealing with the credibility of communications, there is no better source than James Menzies Black who said in 1959 that "the communications of management is effective when it is realistic and objective . . . Furthermore, management must have the courage to avoid

irresponsible or unethical techniques--even though they may appear overwhelmingly successful."²⁹

Periodicals in the Military Forces

Military agencies view intraorganizational communications in much the same light as their industrial counterparts. The purpose of these communications is to transmit nondirective information to internal audiences, be they composed of enlisted personnel, officers or civilian employees. It specifically excludes directive information transmitted through command channels, such as operational, procedural or training information.

The Periodicals Evaluation Task Force of the Department of Defence (DoD) uses "periodical" as an all-inclusive term for all types of internal publications and defines the term as follows:

A periodical is a recurring publication with continuing policy as to content and purpose, issued more than once within a 12-month period, but less frequently than daily, to disseminate information (general, professional, technical, or scientific). Periodicals are not directive in nature such as official regulations, manuals, directives, instructions and orders. However, periodicals may refer or relate to information of a directive nature. The objective of a periodical is to inform, motivate, increase understanding, and improve performance. Periodicals are normally formatted as magazines, journals, or newsletters, and may or may not include illustrations. Excluded are newspapers, correspondence, official notices and reports, such as operational reports, activity or progress reports, research or study reports, inspection reports or audit reports, and strictly statistical materials. ³⁰

Scope

In terms of number of periodicals and total annual costs, the internal publication effort of the military services probably has no counterpart in the business community. Indeed, the Armed Forces must have concluded that words are as indispensable as bullets in waging war.

Until 1972, there was no single, comprehensive source of data that presented a complete picture of the scope of DoD periodicals, although the individual components were well aware of their own publication programs. However, in July of 1972, the DoD Periodicals Evaluation Task Force published a report which disclosed the full extent of DoD publication activities. All of the basic data and accompanying analysis to be presented in this section was extracted from that report.³¹ The validity date for all data was April 21, 1972.

All DoD components published a total of 1402 periodicals at a total annual cost of \$12.7 million, which is the aggregate of expenses for editorial, administrative, printing and miscellaneous functions. As shown in Table 2, the Army and the Navy each published about one-fifth of the total periodicals but accounted for approximately two-fifths and one-third of the total costs,

TABLE 2
NUMBER AND COST OF DOD PERIODICALS BY COMPONENT

| Component | No. Reported | Percent of Total | Cost | Percent of Total |
|--------------|--------------|------------------|----------------|------------------|
| Army | 288 | 20.6 | \$ 4,870,639 | 38.2 |
| Navy | 266 | 18.9 | 3,808,862 | 29.9 |
| Air Force | 714 | 50.9 | 3,032,971 | 23.8 |
| Marine Corps | 64 | 4.5 | 448,509 | 3.5 |
| Other DoD | <u>70</u> | 5.0 | <u>561,600</u> | 4.4 |
| Total | 1,402 | | \$12,722,581 | |

respectively. On the other hand, the Air Force had more than half of the periodicals but spent less than a quarter of the overall expense.

Table 3 breaks down total figures into eleven ranges of total annual cost per periodical. Here it can be seen that the Air Force relies on a larger number of lower cost periodicals than either the Army or Navy. Table 4 amplifies this disparity by showing each component's number and percentage of periodicals in four broad cost categories. Even though 70 percent of the periodicals cost less than \$2,000 a year, these annual costs were negligible when compared to the 159 most expensive publications, which cost \$10.9 million annually. Of those periodicals costing more than \$10,000, the Army had 29.5 percent, the Navy 41.5 percent, and the Air Force 22.0 percent. It is readily apparent that there were two broad types of periodicals: the low cost newsletter and the expensive magazine. Most of the periodicals were newsletters, but the bulk of the costs were contributed by magazines costing more than \$10,000 per year. The Navy had more of the expensive type even though it had fewer personnel than either the Army or Air Force.

In an effort to correlate cost and content, the DoD report provided arbitrary categories of periodical content. Table 5 shows these categories along with the

TABLE 3
SUMMARY OF DOD PERIODICALS BY TOTAL ANNUAL COST

| Range in Total Annual cost (In dollars) | Number of Periodicals | | | | OSD and Defense Agencies | Total Periodicals | Percent Total Cum. |
|--|-----------------------|--------------------------|--------------|----|--------------------------------|----------------------|--------------------------|
| | Army | Navy and Marine Corps | Air Force | | | | |
| 0-500 | 61 | 83 | 306 | 11 | 461 | 32.9 | |
| 501-1000 | 55 | 51 | 143 | 7 | 256 | 18.3 | |
| 1001-2500 | 73 | 70 | 154 | 33 | 330 | 23.5 | |
| 2501-5000 | 30 | 27 | 50 | 8 | 115 | 8.2 | |
| 5001-10,000 | 22 | 30 | 26 | 3 | 81 | 5.8 | |
| 10,001-20,000 | 16 | 21 | 12 | 4 | 53 | 3.8 | |
| 20,001-25,000 | 3 | 8 | 1 | | 12 | .9 | |
| 25,001-50,000 | 12 | 16 | 11 | 2 | 41 | 2.9 | |
| 50,001-100,000 | 6 | 13 | 4 | 1 | 24 | 1.7 | |
| 100,001-500,000 | 8 | 11 | 7 | 1 | 27 | 1.9 | |
| Over 500,000 | 2 | | | | 2 | .1 | |
| Totals | 288 | 330 | 714 | 70 | 1,402 | 100.0 | |

TABLE 4
 CATEGORIZATION OF DOD PERIODICALS BY COST TYPE AND COMPONENT

| | Under \$2,000 | Per- cent* | \$2- 5,000 | Per- cent* | \$5- 10,000 | Per- cent* | Over \$10,000 | Per- cent* |
|--------------|------------------|---------------|---------------|---------------|----------------|---------------|------------------|---------------|
| Army | 177 | 61.4 | 42 | 14.5 | 22 | 7.6 | 47 | 16.3 |
| Navy | 143 | 53.7 | 35 | 13.1 | 22 | 8.2 | 66 | 24.8 |
| Air Force | 573 | 82.0 | 80 | 11.2 | 26 | 3.6 | 35 | 4.9 |
| Marine Corps | 45 | 70.3 | 9 | 14.0 | 7 | 10.9 | 3 | 4.6 |
| Other DoD | <u>44</u> | <u>62.8</u> | <u>15</u> | <u>21.4</u> | <u>3</u> | <u>4.2</u> | <u>8</u> | <u>11.4</u> |
| Total | 982 | 70% | 181 | 12.9% | 80 | 5.8% | 159 | 11.3% |

*Percentage, by component, total 100%.

TABLE 5

SUMMARY OF OVER \$10,000 COST PERIODICALS BY CONTENT CATEGORY

| Category | No. of Periodicals Over \$10,000 |
|---|-------------------------------------|
| 1. General Service/Agency "Troop" Information | 8 |
| 2. Military Forces (Strategic, Tactical, General) | 13 |
| 3. Guard/Reserve Forces | 4 |
| 4. Personnel Information (Military and Civilian) including Education and Training | 23 |
| 5. Intelligence, Communications, Security | 10 |
| 6. Research and Development | 8 |
| 7. Maintenance and Engineering | 10 |
| 8. Safety | 16 |
| 9. Logistics | 7 |
| 10. Professional Specialties (Medical, Legal, Religious, Civil Engineers, Journalists, Military Specialists) | 24 |
| 11. Administration/Management | 21 |
| 12. International (Support of Other Nations) | 0 |
| 13. Retired Personnel/Dependents | 4 |
| 14. Association With Appropriated Fund Support | 2 |
| 15. News Periodicals | 9 |
| Total | 159 |

number of the 159 expensive publications in each division. While the number of periodicals varied widely by category, the dollar amounts spent in each category did not. The most money, \$1.8 million, was spent on Category 1 publications, which included less than one percent of all periodicals. Other category costs ranged downward from 14 percent to about one percent.

The number of editorial and administrative personnel engaged in producing these periodicals included 259 full time and 6,429 part time workers. Table 6 shows the distribution of this labor force. Two percent of Air Force periodicals had one or more full time workers; eight percent for the Army; and almost 15 percent for the Navy. This explains, in part, the Air Force's low, and the Navy's high, cost factors. But generally, full time editorial and administrative manning was sparse. In fact, 1,333, or 95 percent of the periodicals, had no full time personnel.

Finally, frequency of publication and circulation size were also analyzed in the DoD report. Table 7 shows the results. The 1,402 periodicals of varying frequency produced 14,908 individual issues annually and 68,069,776 individual copies. The average cost per issue was \$853.06 and the average cost per copy was 19 cents.

TABLE 6
EDITORIAL AND ADMINISTRATIVE MANNING OF DoD PERIODICALS

| | Number | Percentage |
|---------------|------------|-------------|
| None | 36 | 2.6 |
| No full time: | | |
| 1-4 part time | 893 | 63.7 |
| 5-9 part time | 261 | 18.6 |
| 10+ part time | <u>143</u> | <u>10.2</u> |
| Subtotal | 1,333 | 95.0% |
| 1 full time: | | |
| 0-4 part time | 26 | 1.8 |
| 5+ part time | <u>5</u> | <u>.4</u> |
| Subtotal | 31 | 2.2 |
| 2-4 full time | 25 | 1.8 |
| 5+ full time | <u>13</u> | <u>.9</u> |
| Total | 1,402 | 100.0% |

TABLE 7
PUBLICATION FREQUENCY AND CIRCULATION OF DOD PERIODICALS

| | Under 250 | 250- 1,000 | 1,000- 10,000 | 10,000- 100,000 | 100,000 + | Total |
|--------------|--------------|---------------|------------------|--------------------|--------------|------------|
| Weekly | 24 | 16 | 16 | 1 | - | 57 |
| Semimonthly | 6 | 17 | 15 | 1 | - | 39 |
| Monthly | 162 | 266 | 194 | 25 | 6 | 653 |
| Bimonthly | 41 | 50 | 28 | 14 | 1 | 134 |
| Quarterly | 82 | 105 | 105 | 20 | 3 | 315 |
| Semiannually | 4 | 11 | 8 | 5 | 1 | 29 |
| Other | <u>40</u> | <u>57</u> | <u>65</u> | <u>10</u> | <u>3</u> | <u>175</u> |
| | 359 | 522 | 431 | 76 | 14 | 1,402 |

In summary, there were differences in the numbers of periodicals and the average cost per periodical for the service components. The Army, which had the most people, had the largest circulation and spent the most per periodical. The Navy and the Air Force had about the same number of people and expended about the same total money for publications. However, the Air Force published more than twice as many periodicals while the Navy spent much more per periodical. Thus, the two components reflected differing philosophies about communicating internally. The average circulation for a Navy publication was twice that of the Air Force, but the latter made up for the difference by publishing twice as many periodicals.

Effectiveness

Several critics have charged that DoD periodicals are poorly managed. They have claimed that this mismanagement has resulted in a proliferation of overly expensive, poorly edited, inefficiently distributed, duplicative publications. The Periodicals Evaluation Task Force was established to either refute these charges and/or provide recommendations for the amelioration of problems and weaknesses found.

Editorial evaluations of 50 selected DoD periodicals were conducted by 150 non-DoD magazine editors. The

results of these evaluations gave the DoD periodicals an overall score of 7.18 on a 10-point scale. While this appeared to be a relatively favorable score, it must be recognized that the evaluations were highly subjective and lacked a standard to which comparisons could be made. The strongest area of the 50 periodicals was quality of production with a score of 7.94, followed by communication content with a score of 7.18. The three lowest areas, credibility (7.11), writing style (7.03) and graphic design (6.64), appeared to be in need of improvement.³²

The relatively poor showing of writing style and graphic design in the previous evaluation pointed to deficiencies in editorial skills and resources. Indeed, research strongly indicated that the skill level of many DoD editors was well below that required for effective competition with the more colorful, visually attractive commercial print media. One survey showed that respondents rated their component's general, servicewide magazine as not better than tenth in preference to commercial publications, such as Newsweek, Reader's Digest, and Field & Stream.³³ The Army, Navy and Air Force Times, which are commercial newspapers, are similarly rated as more valuable sources of information than the three servicewide periodicals--All Hands, Soldiers and Airmen. A 1974 study determined that the Air Force Times was preferred by more than

half of the respondents over all other printed sources for the purpose of finding out what was happening inside the Air Force.³⁴

One area in which DoD periodicals appeared to be exceptionally weak was that concerning diagnostic information about the contents of the periodical with respect to reader attitudes.³⁵ Properly designed and executed readership surveys could yield valuable data about reader attitudes toward the periodical in general and about reader interest in specific subjects. A living, up-to-date periodical will constantly change to meet reader needs and interests, but, obviously, an editor cannot make meaningful changes unless he has a sensing mechanism to provide directional guidance. Commercial magazines have long recognized the necessity for such feedback, but military publications have lagged behind because of the considerable expense of such research.

In summary, the Periodicals Evaluation Task Force made the following conclusions about the effectiveness of military periodicals:

The Secretary of Defense had not provided sufficient guidance to the individual services for the publication and management of periodicals. Comprehensive planning for internal communication was lacking.

Most periodicals lacked qualified editorial personnel. There was no specific training for publication editors and writers.

Although most periodicals were produced economically, some savings could be realized by careful monitoring of production and distribution.

Distribution was often slow and several problems were evident. Circulation ratios were decided arbitrarily and circulation lists were reviewed infrequently or not at all.

Sponsors of even the higher cost periodicals were not conducting adequate research to determine whether their periodicals were being read or having the desired effect.³⁶

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CHAPTER II

DEVELOPMENT OF HYPOTHESES

One of the pressing problems in today's volunteer military forces is the retention of qualified career personnel. The exorbitant cost of sophisticated training is rarely recovered when the new recruit departs after his first committed term. Few businesses can afford such an outlay of initial training expenses against a low level of employee retainability. No less should the Air Force continue to do so.

Thus, concerted efforts have been made to motivate the young recruit toward a long term Air Force career. These include higher, civilian-equivalent pay, better housing, faster promotions, more personalized assignment policies and deliberate publicizing of these and the more classic military benefits. While Air Force periodicals have a recognized role in the last area, their efforts have not been adequately analyzed. Little or no feedback has been obtained on actual results of the internal communication process on career motivation. This study will undertake to analyze existing feedback (a 1972 survey) and develop and analyze additional feedback to see in

what ways readership and reader evaluations of selected Air Force periodicals are related to careerist tendencies.

Role and Scope of Air Force Periodicals

As stated in Air Force Manual 100-9, the Air Force Information Program was established to:

Increase the degree of understanding and knowledge the American public possesses concerning Air Force missions and requirements. Recognition of public interests and attitudes is essential, since the role of aerospace power in our national defense structure eventually must be resolved by the citizens of the United States. It is axiomatic that public understanding cannot be achieved if proper understanding is not present within the Air Force. Therefore, an initial step in formulating a program to carry out the primary objective must be to develop our personnel resources. Each individual in the Air Force, military and civilian, must be thoroughly familiar with the roles and missions of the Air Force, and become a source of reliable and factual information for all the publics with whom he comes in contact.¹

Among the long term objectives of the Air Force Information Program is the stated need to "assist the American people, including Air Force members, in their understanding of . . . the requirement for professional competence of Air Force personnel" and "the requirement for adequate incentives to increase the retention rate of personnel in technical, specialized assignments."²

The Air Force Information Program is separated by function into several broad divisions, such as public affairs, community relations, security review and internal

information. The Internal Information Program is the single Air Force point of contact for all DoD-produced or procured information materials and for the operation of the global American Forces Radio and Television Service. The program is designed to communicate with each Air Force member, including civilian and active duty military personnel, as well as individuals in the Air National Guard, Air Force Reserve, Air Force Reserve Officers' Training Corps, and civilian Air Force dependents.³

As stated in Air Force Regulation 190-18, the Internal Information Program "is designed to provide each member with the information he needs to better understand the Air Force and to increase his motivation for improving Air Force effectiveness in meeting national objectives."⁴ Listed among the requirements supporting this primary objective is the need "to develop in each member a positive attitude toward career service in the Air Force."⁵

The Internal Information Program is responsible for the direct publication of Airman magazine and the Air Force Policy Letter for Commanders. In addition, it monitors and assists in the publication of all periodicals within the Air Force. Consequently, it is the single agency with overall responsibility for the use of internal publications to motivate Air Force personnel toward long term career service.

As of July 1, 1972 the Air Force was publishing 723 periodicals at an annual cost of \$2,877,665. This amounted to just under \$4,000 per issue or an approximate cost of 20 cents per delivered copy. The most expensive publication was Airman at \$403,423; however, over 300 periodicals were produced at a cost of less than \$500 per year.⁶

Circulation size was such that the average Air Force member had access to 20 copies of some combination of periodicals each year. However, because distribution was predominantly through office channels and reading rooms, as opposed to home delivery, it can be assumed that access to readership was much higher than the circulation size would indicate. In fact, Airman is produced in sufficient quantity to provide one copy for every eight military and civilian personnel in the Air Force.⁷

Prior Effectiveness Studies

Little research has been conducted on the communication effectiveness of military periodicals. Of the seventy most expensive DoD publications, only 26 had even conducted readership surveys and of these only 16 were formally generated, the remainder being informal or using questionnaires sent along with the periodical.⁸ The Air Force conducts tri-annual surveys of selected publications, but

no effort is made to gather data across the entire spectrum of periodicals nor to correlate the data to specific publication goals, such as career motivation and retention.

One study does address the problem of determining communication effectiveness with some degree of depth and breadth. This is the "Report on Periodicals in the Department of Defense" (ROP/DoD), published in September, 1972 by the Periodicals Evaluation Task Force. One section of the ROP/DoD is devoted to a study of selected USAF periodicals, the purpose of which was to measure readership levels and identify basic attitudes toward the usefulness, credibility and informativeness of USAF periodicals in general.

The ROP/DoD study employed a mailed questionnaire which asked identical questions for each of the periodicals in order to permit direct comparisons. The questionnaires were administered to 2,312 USAF officers and airmen who were randomly selected from 100 units. Tabulations of responses to the questionnaire are included in the Appendix.

As will be discussed in greater detail later, the study reported in this paper used a slightly modified ROP/DoD questionnaire administered to Air Force Personnel who have a recognizable disposition toward long term military careers. The results of the career-oriented survey will be compared to the randomly-sampled ROP/DoD data for analysis of motivational tendencies.

Statement of the Hypotheses

This study was concerned primarily with testing a central hypothesis and two supportive corollary hypotheses. A final tentative hypothesis is posed to relate to the present study and for future research to test directly. Of course, analysis of the data provided insight into other areas of interest, and these areas will be discussed later.

The central hypothesis (Hypothesis I) and two corollary hypotheses (Hypotheses IA and IB) are as follows:

Hypothesis I: Career-oriented Air Force personnel will have more positive attitudes toward seven tested Air Force periodicals over a range of five evaluation factors than the attitudes found in the random Air Force group containing both careerists and non-careerists.

Hypothesis IA: Career-oriented Air Force personnel will have a more positive attitude toward seven tested Air Force periodicals for each of the five evaluation factors (Familiarity, Depth of Readership, Information, Interest and Credibility) than will the random Air Force group.

Hypothesis IB: Career-oriented Air Force personnel will have a more positive attitude toward each of the seven tested Air Force periodicals over a range of five evaluation factors than will the random Air Force group.

A final general hypothesis is set forth for some future study to test.

Hypothesis II: The more involved a member of the Air Force becomes in the dimensions of familiarity, readership, information and credibility of Air Force publications, the more committed he becomes in an Air Force career.

Development in Following Chapters

Chapter III provides the research methodology for testing the hypotheses. Chapter IV deals with analysis of data and presents the findings. In addition to testing the hypotheses, Chapter IV provides a discussion of perspectives and insights regarding the seven Air Force periodicals and the five evaluative dimensions. Topics that will be discussed are:

- (a) Comparison of AFIT and USAF evaluations
- (b) Comparative effectiveness of the periodicals
- (c) Strengths and weaknesses within periodicals
- (d) Strengths and weaknesses within evaluative dimensions.
- (e) Causitive factors in respect to Hypothesis II.

Finally, Chapter V presents the conclusions and recommendations.

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CHAPTER III

RESEARCH METHODOLOGY

Selected Periodicals

The seven Air Force periodicals selected for testing represented a wide variety of typical military internal publications. The selection included two wide circulation, general interest, glossy magazines; two general interest, inexpensive magazines; two limited circulation, special interest newsletters; and one scholarly journal. Six of the periodicals were published by Air Force agencies the seventh was produced by the DoD for circulation in all the services.

The original selection of these periodicals was by the DoD Periodicals Evaluation Task Force during the 1972 survey of communication effectiveness (ROP/DoD).¹ The same periodicals were retained for the present study in order to permit comparisons between the responses of a random Air Force group and a career-oriented group. Salient characteristics of each of the seven selected periodicals are presented next.

Airman. This is the premier publication of the Air Force. It is published monthly with the widest possible

circulation (approximately one copy for every eight readers). Its content is wide-ranging and of general interest to its target audience, which consists of all military and civilian personnel in the Air Force. Production quality is high (1972 annual cost was \$403,423). Process color is used on front and back covers and on many of the 48 interior pages (8" x 11" format).

Its official function is stated in Air Force Manual 190-9, as follows:

Airman was established to assist in accomplishing internal information objectives. It provides a readable and attractive medium through which the Secretary of the Air Force, the Chief of Staff, and the Air Staff can speak with a consistent voice on aerospace power and all matters pertaining to the Air Force. It also provides a medium for all commands, bases, and personnel to present information of Air Force-wide interest.²

Air Force Policy Letter for Commanders. This newsletter is produced by the Office of Information of the Secretary of the Air Force on a biweekly basis. Its circulation is limited to commanders, information officers and other Air Force key managers. Its content is not directive in nature, but it is a current guide to Air Force views, policy and doctrine. Normally, when the policy letter suggests or urges a course of action that can be accomplished without formal directive, such a directive will not be issued. Thus, the letter is

considered sufficient basis for action by commanders. Production quality of this four page newsletter is low (1972 annual cost was \$48,260 or \$1,856 per issue). Normally, it is reproduced from typewriter copy in black ink on blue paper (8" x 10 1/2" format).

Its principal objectives are:

To provide guidance to commanders, staff officers, non-commissioned officers and civilian supervisors on current Air Force policy and doctrine.

To assist information personnel in keeping Air Force personnel and the public informed by providing current information on Air Force objectives and concepts.³

Officer Career Newsletter. Formerly, the Air Force Officer's Career Newsletter, this periodical is published irregularly, generally six to eight times a year, by the Air Force Military Personnel Center. Its circulation is restricted to Air Force officers and its content consists of personnel management procedures and policies which would be of interest only to that target audience. Production quality is low (1972 annual cost is unknown but estimated to be less than \$3,000). The four page newsletter is printed in black on white paper (8" x 10 1/2" format).

Driver. This semi-glossy, wide circulation magazine is published monthly by the Air Force Inspection and Safety Center. Its content is informative and designed

to promote motor vehicle safety among Air Force drivers. Consisting of driving tips and mechanical "how to fix it" articles, it appeals generally to younger officers and enlisted personnel. Production quality is medium (1972 annual cost was \$169,057). A typical issue contains 30 pages, many photographs, some elementary artwork and the use of spot color and screen tints throughout (8 1/2" x 11" format).

Air University Review. This limited circulation, scholarly journal is published six times a year by the Air University. Its objective is to provide an official journal of thought and opinion on the development and employment of aerospace forces and related subjects, aimed at advancing Air Force professional knowledge. Consequently, its contents consist of thought-provoking articles concerning aerospace doctrine, strategy, tactics and techniques. Production quality is medium (1972 annual cost was \$200,645). The cover is normally printed in two colors and the 100 or more interior pages are black only. Numerous photographs and art are used where appropriate to the article subject (7 1/2" x 10" format). Writing style and editorial quality are excellent.

Commanders Digest. This limited circulation, low cost magazine is published weekly under the auspices of the Department of Defense. Its purpose is to provide

official and professional information to commanders and key personnel on matters related to DoD policies, programs and interests, and to create better understanding and teamwork within the DoD. Production quality is medium (1972 annual cost was \$250,612 or \$4,820 per issue). Averaging eight pages per issue, it is slim enough to qualify as a newsletter; however, its editorial approach tends toward that of a magazine (8 1/2" x 10 1/2" format). Photographs and simple art are used extensively. Writing style leans toward encapsulated, quotable information.

TIG Brief. This wide circulation, general interest magazine is published twice monthly by the Inspector General of the Air Force. Its purpose is to provide current information about the latest publications, directives and practices to all Air Force personnel. The information is specific, procedural and job-oriented. Production quality is medium (1972 annual cost was \$132,050 or \$5,502 per issue). The magazine averages 24 pages, printed in one color, with minimal photography and artwork (8" x 10" format).

Control Group

The control group for this study was the entire sample surveyed for the DoD study. It consisted of 495 officers and 1817 enlisted personnel selected from Air Force ranks during the ROP/DoD survey. The respondents

were selected at random by use of the last three digits of social security numbers. Respondents were located in 100 stateside units at each of which a survey control officer administered the questionnaires. Completed surveys were forwarded to Washington for processing and machine tabulation.⁴

The control sample accurately represented the active personnel force in terms of rank structure, making comparison and generalization possible. It was assumed that the ROP/DoD sample contained numbers of career-oriented individuals and non-careerists in the same proportion as the Air Force population as a whole.

Many studies have been concerned with the career intention and actual retention rates of Air Force personnel. Probably the most valid and current of these studies is the "Sample Survey Concerning Career Motivation," conducted annually by the Air Force Military Personnel Center. The results of this study help to provide a basis for USAF personnel policy and planning. Career intention rates derived from the July 1973 Sample Survey were applied to the ROP/DoD control group with the following results: 334 officers and 943 enlisted men were expected to be career oriented. These numbers yielded a combined careerist rate of 55.23 percent of all control group personnel.⁵

Items 40, 42, 43 and 44 of the ROP/DoD questionnaire (see Appendix) measured respondent's attitudes toward Air Force life in general. Favorable responses to these questions, which indicated a positive tendency toward Air Force careers, averaged 57.39 percent of the control group, closely correlating with the 55.23 percent derived from the July 1973 Sample Survey.

Throughout this paper the term "USAF" will be used to specifically identify the control group, i.e., that random sample of ROP/DoD respondents who represent the Air Force population consisting of approximately half careerists and half non-careerists.

Experimental Group

The test group for this study consisted of 17 officer and 21 enlisted personnel attending The University of Texas at Austin for graduate and undergraduate degrees under the sponsorship of the Air Force Institute of Technology (AFIT). The officer rank spread was from Captain to Colonel with an average time in service of 11 years. The enlisted rank was predominantly Staff Sergeant with an average time in service of six years. The enlisted men could expect commissioning as officers upon completion of the AFIT program.

The AFIT program is highly competitive and selection is based, in part, on the individual's retainability

in the Air Force and his potential for a useful career. In addition, each graduate is committed to three years of service for every one year spent in the program. Thus, it is rare that an individual in the AFIT program has not already committed himself to a long term Air Force career. The experimental group, then, represented an abnormally high concentration of careerists.

Item 4 of the appended questionnaire measured respondents' career intentions. In the AFIT group, 84.21 percent responded that they were careerists and an additional 10.52 percent said that they were undecided but probably would stay in the Air Force. Only two individuals recorded a negative response. Again, survey items 40, 42, 43 and 44, which measured respondents' attitudes toward Air Force life in general, showed a favorable response rate of 86.07 percent for the experimental group.

Throughout this paper, the term "AFIT" will be used to specifically identify the experimental group, i.e., those AFIT respondents who represent a population consisting of not less than 90 percent careerists.

Test Vehicle

The measuring instrument was a 54-item, multiple choice questionnaire patterned closely after the ROP/DoD survey. Demographic data included respondent's rank,

years of service and career status. Wording and configuration of readership questions were identical to the ROP/DoD survey to ensure unbiased and consistent data for comparison purposes. A final section of the questionnaire surveyed respondent attitudes toward Air Force life and periodicals in general.

The questionnaire was offered to the entire contingent of 63 AFIT personnel during a two week period beginning April 24, 1974. A cover letter, requesting support and providing instructions, was personally addressed to each intended respondent. Thirty-eight individuals, or 60.3 percent of those queried, responded with useable data. A higher response rate was anticipated and probably would have been achieved had more time been available.

The complete questionnaire with correlated data for both AFIT and USAF respondents is appended to this report.

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CHAPTER IV

ANALYSIS OF DATA

This chapter will analyze the results of the study by comparing data from AFIT and USAF respondents. It should be borne in mind that, with the exception of the first page requesting demographic information, the questionnaire requested of AFIT respondents is identical in all respects to the questionnaire offered to USAF respondents.

A copy of the questionnaire and tabulation of the responses by enlisted personnel and officers of the AFIT program and the USAF random sample may be found in the Appendix. The data are tabulated vertically for each item under the headings of AFIT enlisted personnel (AFIT/E), AFIT officers (AFIT/O), USAF enlisted personnel (USAF/E) and USAF officers (USAF/O). All data are in percentages with the vertical total equaling 100 percent. The number of cases for each item are indicated by "N."

Analysis Procedure

Value Scoring

The type of data presented here lends itself to analysis by ordinal measurement and, in particular, to

methods of value scoring. In order to compare the direction and degree of AFIT versus USAF responses, a value set was assigned to each question in the survey, disregarding the first four questions which pertained to demographic data. Thus, responses to questions relating to respondent's familiarity with each of the seven periodicals (items 5, 10, 15, 20, 25, 30 and 35) were assigned values of zero through five, with the more positive responses receiving the higher ratings. Similarly, responses to questions relating to the respondent's depth of readership of each of the seven periodicals (items 6, 11, 16, 21, 26, 31 and 36) were assigned values of zero through four.

Questions pertaining to information (items 7, 12, 17, 22, 27, 32 and 37), interest (items 8, 13, 18, 23, 28, 33 and 38) and credibility (items 9, 14, 19, 24, 29, 34 and 39) of the seven periodicals permitted positive, neutral and negative responses. Thus, values of +2, +1, 0, -1 and -2 were assigned to those responses.

Value scores for each response to a particular item were calculated by multiplying the value times the percentage of respondents choosing that response in each of four categories, AFIT/E, AFIT/O, USAF/E and USAF/O. The resultant scores were rounded off to the nearest

whole digit. Finally, the value scores for each response were totaled to provide a value score for the item in each of the four categories.

The steps for calculating the value scores for AFIT (combined E and O groups) and for USAF (combined E and O groups) are given below. The data to start with are found in the Appendix, Question 10, "How familiar are you with the Air Force Policy Letter for Commanders?"

For AFIT. Response percentages are summed for the AFIT/E and AFIT/O groups across rows and multiplied by the row value set, as shown for AFIT below:

| <u>AFIT/E</u> | <u>AFIT/O</u> | <u>Combined AFIT</u> | <u>Value Set</u> | <u>Value Score</u> |
|---------------|---------------|--------------------------|----------------------|------------------------|
| 4.76 | 23.53 | 28.29 | 5 | 142 |
| 9.52 | 29.41 | 38.93 | 4 | 156 |
| 19.05 | 17.65 | 36.70 | 3 | 110 |
| 38.10 | 29.41 | 67.51 | 2 | 135 |
| 9.52 | --- | 9.52 | 1 | 10 |
| 19.05 | --- | 19.05 | 0 | <u>0</u> |
| | | | Total: | 553 |

For USAF. The same procedure is followed to obtain a total value score for USAF of 410.

All value scores are thus computed for each questionnaire item. The values are then converted to standard scores, as will be described in the next section. The Appendix contains a tabulation of value scores for each of seven periodicals with respect to the five rating factors: familiarity, readership, information, interest and credibility.

Standard Scoring

The next step in data reduction was to evolve a system which permitted data comparisons across the seven periodicals and five rating factors. Obviously, responses scored with a value set (or scale) of zero to +5 were not comparable to responses scored with a value set (or scale) of -2 to +2. Additionally, if the response to any of the familiarity items was either of the two least positive responses, the respondent was asked to skip the next four items pertaining to other rating factors. Thus, the responses to the skipped items were fewer and may have contained some indeterminate bias.

A variation of standard scoring was employed to permit valid comparisons of AFIT versus USAF data across the periodical/rating matrix. First, the mean of the AFIT and USAF values scores was determined. Then, each of the two value scores was divided by the mean to yield two

numbers between 0 and 2. Each was termed a Score/Mean Ratio (SMR). Normal standard scoring would have employed the variance around the mean. However, SMR was considered more appropriate and workable, because it set discrete, narrow limits to the data scale, whereas use of the variance would have required an open-end scale with no established limits. Additionally, the use of SMR permitted instant recognition of favorable AFIT responses (between 1.001 and 1.999) and unfavorable AFIT responses (between .001 and .999) with respect to a given criterion, the exact value of 1 (one) being reserved for neutral responses.

Here is an example of the procedure described, as applied to respondents' familiarity with the Air Force Policy Letter. Questionnaire item number 10 is reproduced below, together with its associated value set and the value scores for AFIT and USAF respondents selecting each response:

10. How familiar are you with the Air Force Policy Letter?

| | <u>Value Set</u> | <u>Value Scores</u> | |
|--------------------------------|------------------|---------------------|-------------|
| | | <u>AFIT</u> | <u>USAF</u> |
| A. I see each issue | +5 | 142 | 85 |
| B. I see most issues | +4 | 156 | 127 |
| C. I see about half the issues | +3 | 110 | 71 |

| | <u>Value Set</u> | <u>Value Scores</u> | |
|---------------------------|----------------------|---------------------|-------------|
| | | <u>AFIT</u> | <u>USAF</u> |
| D. I seldom see it | +2 | 135 | 93 |
| E. I never see it | +1 | 10 | 34 |
| F. I never heard of it | 0 | <u>0</u> | <u>0</u> |
| Totals | | 553 | 410 |

The mean of AFIT and USAF total value scores (553 and 410, respectively) is 481.5. Score/Mean Ratios are derived as follows:

$$\text{AFIT SMR} = \text{Total AFIT Value Score/Mean} = 553/481.5 = 1.148$$

$$\text{USAF SMR} = \text{Total USAF Value Score/Mean} = 410/481.5 = .852$$

Note that the sum of the SMR's exactly equals 2, as it should in all cases.

Mann-Whitney U Test

When a minimum of ordinal measurement has been achieved, the Mann-Whitney U test may be used to test whether two independent groups have been drawn from the same population. This is one of the most powerful of the nonparametric tests, and it is particularly useful for small samples. In the case of this study, the sample sizes

(seven in comparing periodicals and five in comparing ratings) are quite small. Thus, the Mann-Whitney U test is called for.

A complete explanation of the Mann-Whitney U test and appropriate tables of probability can be found in Siegel's Nonparametric Statistics.¹ The following simplified explanation is offered to facilitate comprehension of the mechanics of computation.

Let n_1 = the number of cases in the smaller of two independent groups and n_2 = the number of cases in the larger. To apply the U test, the observations or scores from both groups are combined and ranked in order of increasing size. In this ranking, algebraic size is considered, i.e., the lowest ranks are assigned to the largest negative numbers, if any. Focusing on one of the groups, the value of U is given by the number of times that a score in the group with n_2 cases precedes a score in the group with n_1 cases in the ranking. The sampling distribution of U under the null hypothesis is known; thus, the probability of occurrence of any U can be determined.

It could happen that the calculated value of U is so large that it does not appear in the appropriate probability table. Such a value arises when the researcher focuses on the "wrong" group in determining U. This too-large value is termed U' and can be transformed to U by

$$U = n_1 n_2 - U'.$$

Of course, the new value of U could be found directly by reversing the n_1 and n_2 cases, i.e., counting the number of times that a score in the n_1 group precedes a score in the n_2 group.

Analysis Results

Presentation of Data

Once the basic data had been gathered and reduced, the remaining task of this study was to present the data in such a manner that useful comparisons between AFIT and USAF responses could be made in both directions across the periodical/rating matrix. Table 8 accomplishes this task by presenting Score/Mean Ratios for the AFIT and USAF groups, showing the seven periodicals across the horizontal axis and showing the five dimensions of medium evaluation on the vertical axis. Also, the table gives a combined Score/Mean Ratio for columns and for rows. This total statistic across columns combines all seven periodicals and gives a value for each of the five dimensions for each group. The total statistic for rows combines all five dimensions of evaluation and gives a value for each periodical.

TABLE 8
COMPARATIVE EVALUATION OF TESTED PERIODICALS BY AFIT AND USAF GROUPS

| Dimensions of | Periodicals Combined | | Airman | | AF Policy Letter | | Officers' Newsletter | | Driver | | AU Review | | Commander's Digest | | TIG Brief | | U Score P Value |
|---------------------|----------------------|-------|---------|------|------------------|-------|----------------------|------|--------|-------|-----------|------|--------------------|-------|-----------|-------|--------------------|
| | AFIT | USAF | AFIT | USAF | AFIT | USAF | AFIT | USAF | AFIT | USAF | AFIT | USAF | AFIT | USAF | AFIT | USAF | |
| Evaluation | | | | | | | | | | | | | | | | | |
| Dimensions Combined | 1.086 | .914 | 1.098 | .912 | 1.123 | .877 | 1.232 | .768 | .988 | 1.012 | 1.160 | .840 | 1.071 | .929 | .984 | 1.016 | U=4 P=.003 |
| Familiarity | 1.095 | .905 | 1.071 | .929 | 1.148 | .852 | 1.105 | .895 | 1.051 | .949 | 1.203 | .797 | 1.139 | .861 | 1.037 | .963 | U=0 P=.0001 |
| Readership | 1.045 | .955 | 1.073 | .927 | 1.082 | .918 | 1.177 | .823 | .941 | 1.059 | 1.065 | .935 | 1.004 | .900 | .963 | 1.037 | U=8 P=.019 |
| Information | 1.110 | .890 | 1.166 | .834 | 1.095 | .904 | 1.382 | .618 | .899 | 1.101 | 1.243 | .757 | 1.157 | .843 | .881 | 1.119 | U=8 P=.019 |
| Interest | .995 | 1.005 | 1.111 | .889 | .904 | 1.096 | 1.440 | .560 | .890 | 1.110 | 1.104 | .896 | .465 | 1.535 | .544 | 1.456 | U=19 P=.267 |
| Credibility | 1.210 | .784 | 1.117 | .883 | 1.274 | .726 | 1.439 | .561 | 1.034 | .966 | 1.281 | .719 | 1.284 | .716 | 1.117 | .883 | U=0 P=.0001 |
| U Score | U=1 | | U=0 | | U=3 | | U=0 | | U=4 | | U=0 | | U=9 | | U=8 | | |
| P Value | P=.008 | | P=.0001 | | P=.028 | | P=.0001 | | P=.048 | | P=.0001 | | P=.274 | | P=.210 | | |

Note: Values are Score/Mean Ratios (Cf. pp. 53-55 explaining).

In following sections a series of graphs will be presented to simplify the findings, and point up relationships observed. In all cases, the graphic presentations are derived from SMR data in Table 8.

Also included in Table 8 are the results of the Mann-Whitney U test and probabilities of occurrence for the seven periodicals and five ratings. Most significantly, the results of the test of SMR scores for all dimensions combined are $U=4$ and $p=.003$, and the results of the test for SMR scores for all periodicals combined are $U=1$ and $p=.008$. Thus, the null hypothesis that the AFIT and USAF samples are derived from the same population is strongly rejected.

Test of Hypothesis I

Hypothesis I predicted that the AFIT group would be more positive (have a higher score) than the USAF group on each of the five evaluation factors for each of the seven periodicals. The outcome is summarized in Table 9.

The frequency distribution of positive outcomes to negative outcomes shown in Table 9 is 27 positive to 8 negative. By Chi Square test, the positive results for AFIT are greater than would occur by chance with a probability level of .01. Hypothesis I is supported by these results.

TABLE 9

RESULTS OF TEST OF HYPOTHESIS I

| Periodicals | Evaluative Dimensions | | | | | | | Number Positive |
|----------------------|-----------------------|------------|-------------|----------|-------------|--|--|-----------------|
| | Familiarity | Readership | Information | Interest | Credibility | | | |
| Airman | + | + | + | + | + | | | 5 |
| AF Policy Letter | + | + | + | - | + | | | 4 |
| Officers' Newsletter | + | + | + | + | + | | | 5 |
| Drive: | + | - | - | - | + | | | 2 |
| AU Review | + | + | + | + | + | | | 5 |
| Commanders Digest | + | + | + | - | + | | | 4 |
| TIG Brief | + | - | - | - | + | | | 2 |
| Number Positive | 7 | 5 | 5 | 3 | 7 | | | 27 |

$X^2 = 10.314$, df of 1, $p < .01$

Note: (+) indicates AFIT score higher than USAF score.

(-) indicates AFIT score lower than USAF score.

Test of Hypothesis IA

Hypothesis IA predicted that the AFIT group would be more positive (have a higher score) than the USAF group for each of the five evaluation factors across the seven tested periodicals.

The Mann-Whitney U test was applied, and the results are shown in Table 8. Those results are summarized by each evaluation dimension as follows:

| <u>Dimension</u> | <u>U Score</u> | <u>p</u> |
|------------------|----------------|----------|
| Familiarity | 0 | .0001 * |
| Readership | 8 | .019 * |
| Information | 8 | .019 * |
| Interest | 19 | .267 |
| Credibility | 0 | .0001 * |

* statistically significant difference

In four of the five U tests the result is statistically significant at the .02 probability level or better. Thus, Hypothesis IA is supported on four of the five evaluation factors.

Test of Hypothesis IB

Hypothesis IB predicted that the AFIT group would be more positive (have a higher score) than the USAF group

for each of the seven periodicals across the five evaluation factors.

The Mann-Whitney U test was applied, and the results are shown in Table 8. Those results are summarized by each periodical as follows:

| <u>Periodical</u> | <u>U Score</u> | <u>P</u> |
|----------------------|----------------|----------|
| Airman | 0 | .0001 * |
| AF Policy Letter | 3 | .028 * |
| Officers' Newsletter | 0 | .0001 * |
| Driver | 4 | .048 |
| AU Review | 0 | .0001 * |
| Commanders Digest | 9 | .274 |
| TIG Brief | 8 | .210 |

* statistically significant difference

In four of the seven U tests the result is statistically significant at the .03 probability level or better. Thus, Hypothesis IB is supported in four of the seven periodicals tested.

Comparative Effectiveness of the Periodicals

In developing the nature of differences between AFIT and USAF media evaluations and the reflection of differences in careerist attitudes it was possible to determine a rank order of the seven periodicals in terms of AFIT

attitudes across the five evaluative dimensions. The results of this rank order analysis are shown in Table 10. The final rank of each periodical was determined from the sum of its ranks across the five evaluative dimensions. Note that Officers' Newsletter was a runaway first choice among AFIT respondents, having scored highest in four of the five evaluative dimensions. The next four choices, AU Review, AF Policy Letter, Airman and Commanders Digest, were grouped rather closely in terms of sum of ranks. Finally, the last two choices, Driver and TIG Brief, ran well behind the rest of the field.

Because of the nature of the SMR statistic, a similar rank order analysis based on USAF attitudes would result in an exact reversal of the final ranks shown in Table 10. That is, TIG Brief would be first, Driver would be second, and so on.

Comparison of AFIT and USAF Evaluations

In order to simplify the findings presented in Table 8 and clarify certain observed relationships, the next section will present a graphic profile of AFIT evaluations of the periodicals in relation to the USAF evaluations (or vice versa). As will be seen in the series of graphs (Figures 1 through 8), the SMR statistic makes 1.0 the midpoint of any difference shown between AFIT results and USAF results on each dimension evaluated. The graphs,

TABLE 10

RANK ORDER OF PERIODICALS ON EVALUATION BY AFIT
(Based on SMR Scores)

| Periodicals | Evaluative Dimensions | | | | | Sum of Ranks | Final Rank |
|----------------------|-----------------------|------------|-------------|----------|-------------|--------------|------------|
| | Familiarity | Readership | Information | Interest | Credibility | | |
| Airman | 5 | 3 | 3 | 2 | 5 | 18 | 4th |
| Af Policy Letter | 2 | 2 | 5 | 4 | 4 | 17 | 3rd |
| Officers' Newsletter | 4 | 1 | 1 | 1 | 1 | 8 | 1st |
| Driver | 6 | 7 | 6 | 5 | 7 | 31 | 6th |
| AU Review | 1 | 4 | 2 | 3 | 3 | 13 | 2nd |
| Commanders Digest | 3 | 5 | 4 | 7 | 2 | 21 | 5th |
| TIG Brief | 7 | 6 | 7 | 6 | 6 | 32 | 7th |

Source: Table 8.

therefore, show the relative magnitude of difference and the direction of that difference, that is, whether AFIT or USAF is more positive. For example, if an AFIT SMR score is positioned to the right of the 1.0 axis (between 1.0 and 2.0), it means that the AFIT group had a more favorable attitude toward that periodical in that evaluative dimension than did the USAF group. Conversely, if the AFIT SMR is positioned to the left of the 1.0 axis (between 0 and 1.0), it means that the USAF group had a more favorable attitude than the AFIT group.

It is important to keep the nature of the SMR statistic constantly in mind, or the reader will be confused by the interwoven relationship of AFIT and USAF ratings in the graphs. In every case, the sum of the AFIT SMR and the USAF SMR in a particular evaluative dimension will be 2, and the determination of which group held the more favorable attitude is found by the relationship of the juncture dividing SMR's and the 1.0 axis. Because the SMR unit scale in the graphs applies to AFIT scores only, the value of a USAF SMR may be determined by subtracting the corresponding AFIT SMR from 2.

The SMR statistic was developed to provide a test for Hypotheses I, IA and IB, and to accommodate the differences in the various scales used for the five evaluative dimensions.

Strengths and Weaknesses Within Periodicals

The relative strengths and weaknesses of individual periodicals can be best visualized by reference to the graphical presentations in Figures 1 through 8. Figure 1 shows the SMR results for all periodicals combined and, thus, serves as a useful standard against which individual periodicals can be compared. The following seven figures present the individual periodicals in descending order of their overall rank.

All Periodicals Combined. In Figure 1 the AFIT response is more favorable than the USAF response on four dimensions out of five and, by the Mann-Whitney U test, the differences are significant. The magnitude of the differences are not as large as those exhibited in certain of the individual periodicals because the graph in Figure 1 represents an average of all SMR scores. The slightly unfavorable response in Interest and the strongly positive response in Credibility will be discussed in a later section, wherein the strengths and weaknesses within the evaluative dimensions will be analyzed.

Officers' Newsletter. The case for the careerist hypothesis is most strongly presented in Figure 2. Each dimension of this periodical is rated most favorably by the AFIT group. Officers' Newsletter ranks highest in four of the five evaluative dimensions as compared to other

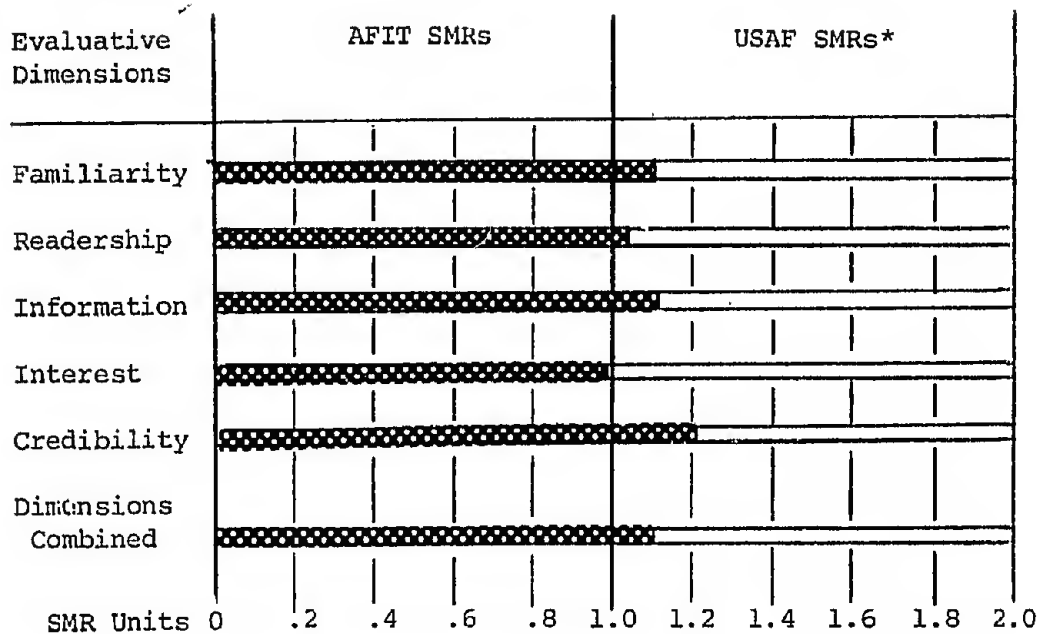


Figure 1. Comparative Ratings for All Periodicals Combined
Source: Table 8.

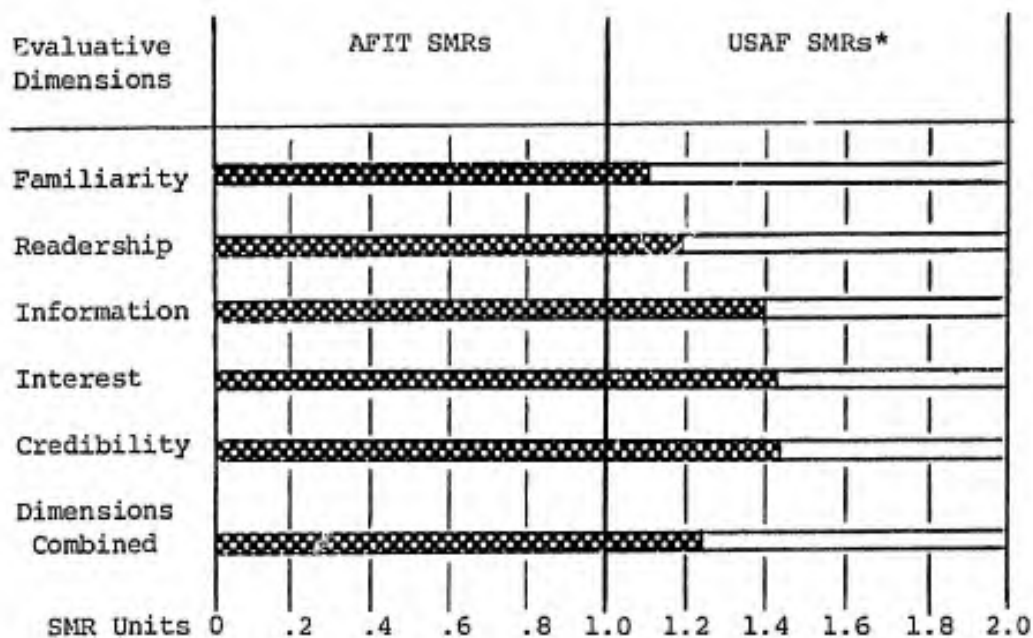


Figure 2. Comparative Ratings for Officers' Newsletter (Ranked First)
Source: Table 8.

* SMR unit scale applies to AFIT scores only. To determine the value of a USAF SMR, subtract the corresponding AFIT SMR from 2.

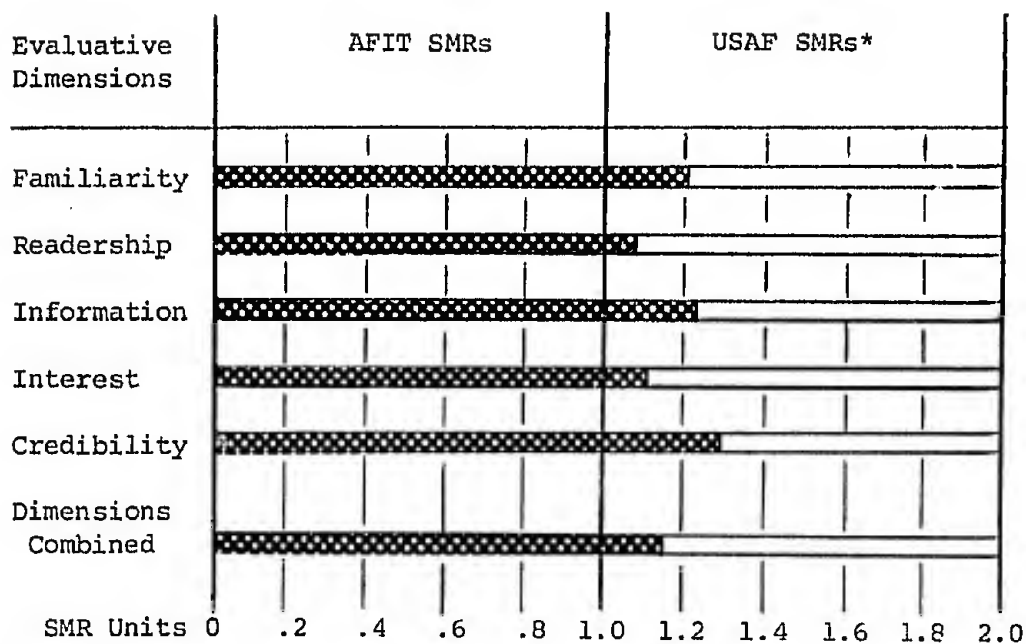


Figure 3. Comparative Ratings for AU Review (Ranked Second)
Source: Table 8.

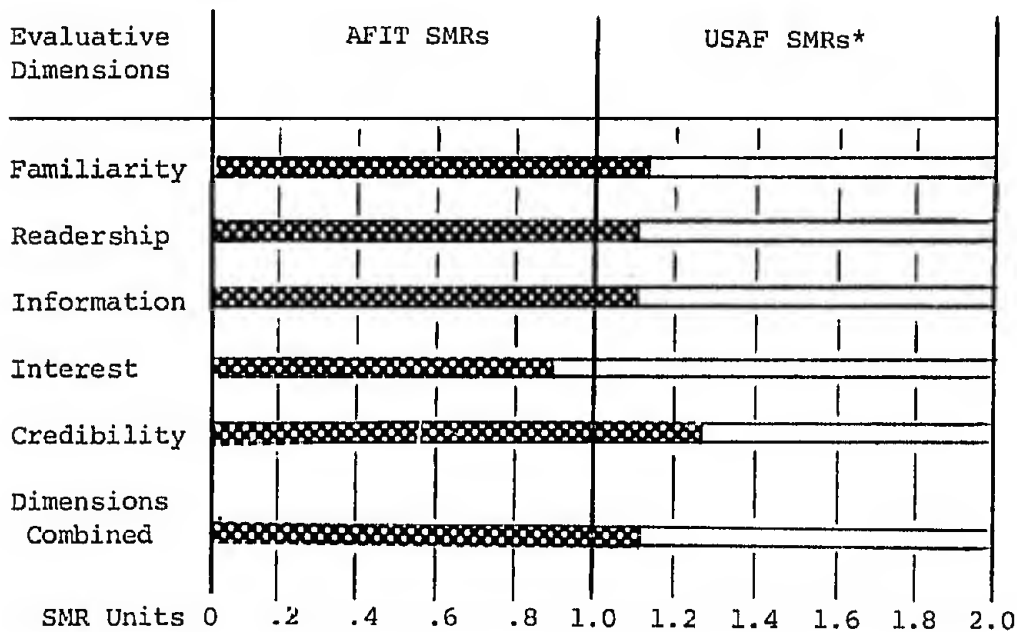


Figure 4. Comparative Ratings for AF Policy Letter (Ranked Third)
Source: Table 8.

* SMR unit scale applies to AFIT scores only. To determine the value of a USAF SMR, subtract the corresponding AFIT SMR from 2.

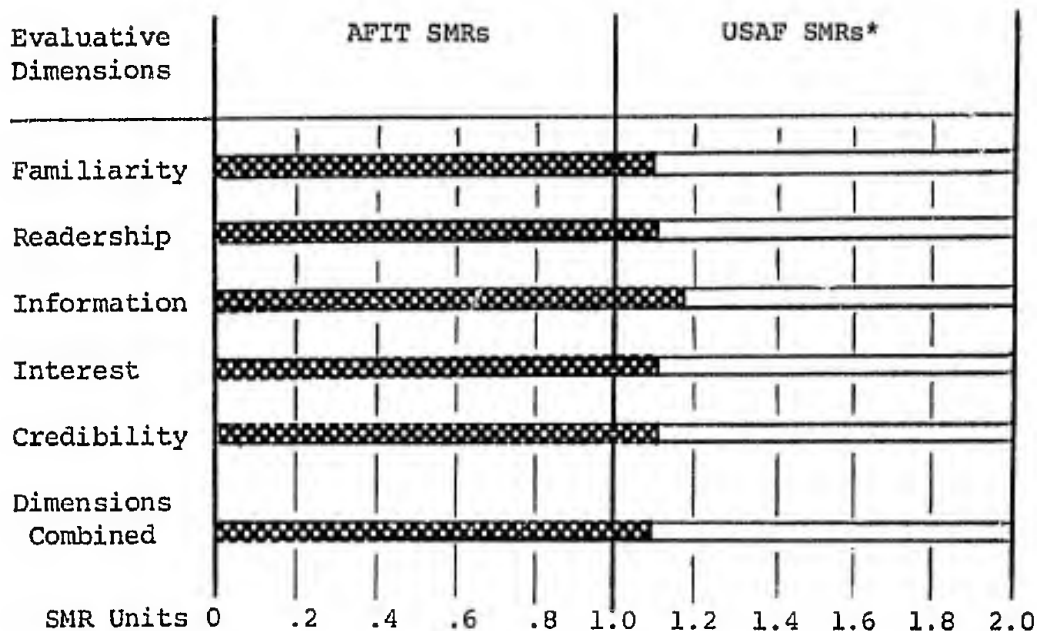


Figure 5. Comparative Ratings for Airman (Ranked Fourth)
Source: Table 8.

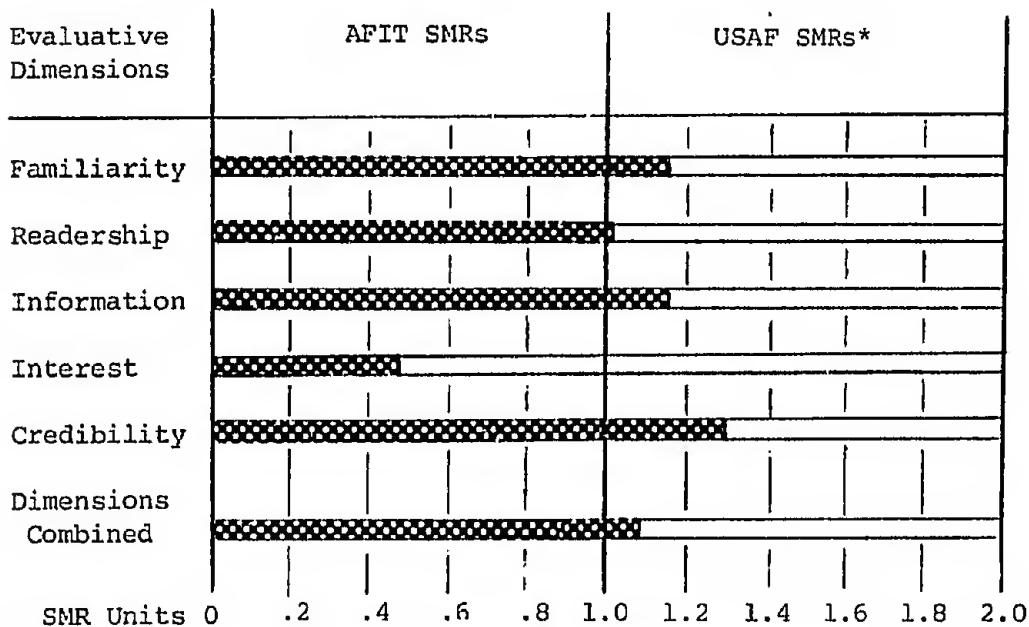


Figure 6. Comparative Ratings for Commanders Digest (Ranked Fifth)
Source: Table 8.

* SMR unit scale applies to AFIT scores only. To determine the value of a USAF SMR, subtract the corresponding AFIT SMR from 2.

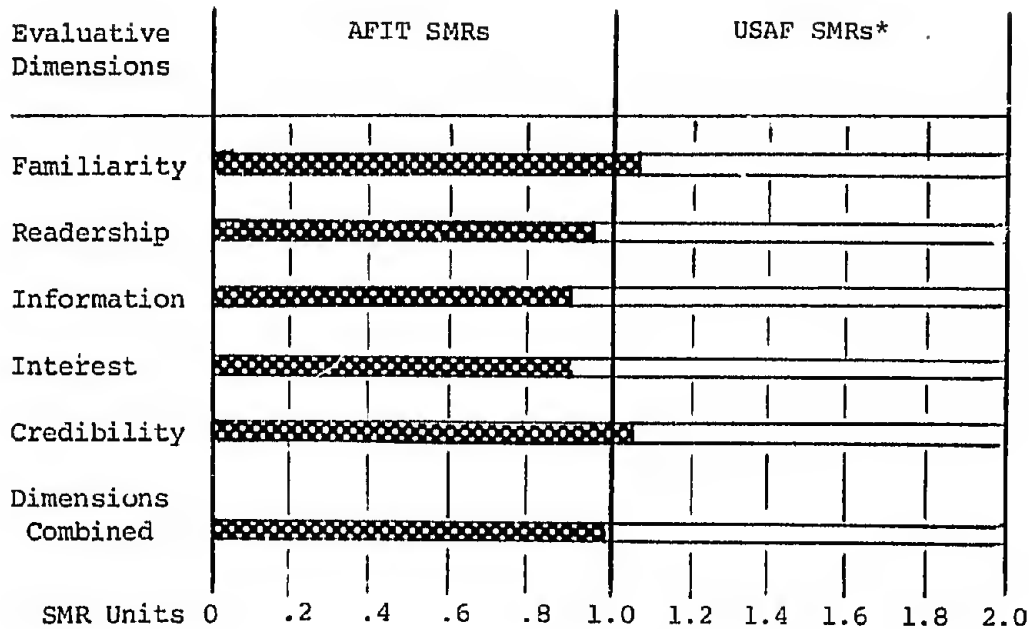


Figure 7. Comparative Ratings for Driver (Ranked Sixth)
Source: Table 8.

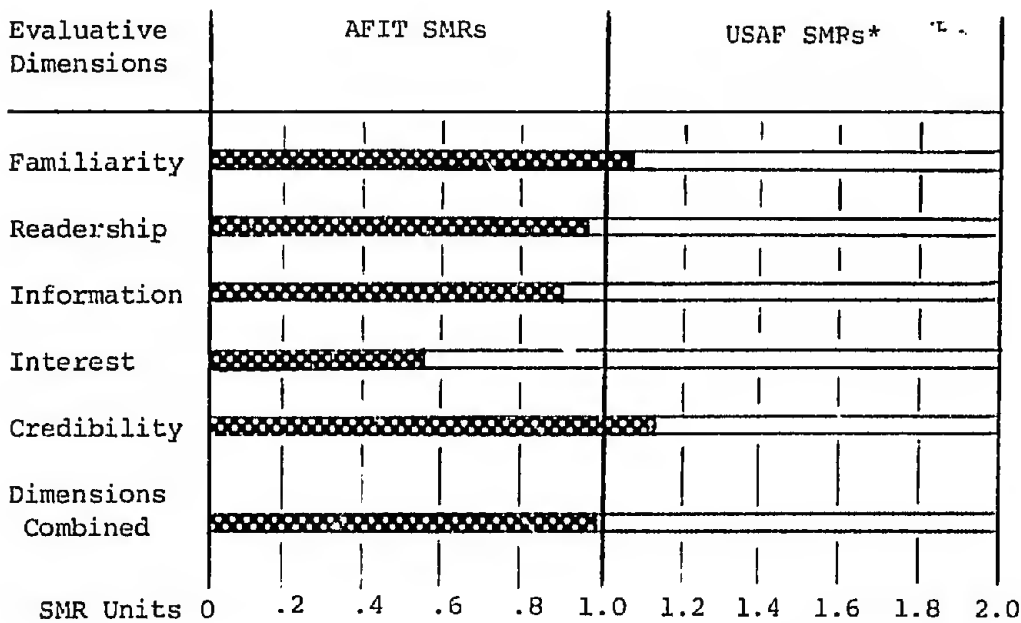


Figure 8. Comparative Ratings for TIG Brief (Ranked Seventh)
Source: Table 8.

* SMR unit scale applies to AFIT scores only. To determine the value of a USAF SMR, subtract the corresponding AFIT SMR from 2.

periodicals. In the fifth dimension, Familiarity, it ranks fourth overall. One explanation for this relative weakness in familiarity may be the fact that the publication's target audience is only officers; thus, the relatively greater percentage of enlisted personnel in AFIT versus USAF would skew the data toward a less favorable pattern.

Another anomaly is this periodical's highly favorable Interest score, which goes against the trend of all other publications. A possible explanation for this variation lies in the fact that enlisted personnel enrolled in the AFIT program have been selected for officer commissioning. Thus, any information which pertains to officer careers attracts their interest. Even with limited knowledge of the contents of the Officers' Career Newsletter, the mere mention of the title might predispose AFIT enlisted respondents toward skewed data.

AJ Review. As shown in Figure 3, this periodical also demonstrates strong support for the careerist hypothesis by highly favorable scores in all dimensions. The relative weakness in Readership, as compared to other dimensions, is probably because AJ Review contains a number of long, scholarly articles on a variety of subjects. Thus, the average reader is prone to limit his reading to those few articles which interest him, leaving much of the magazine unread.

AF Policy Letter. As indicated in Figure 4, this periodical is the first to show an unfavorable AFIT response (Interest) or, put another way, to show a more favorable USAF response. The weakness in Interest will be discussed in general later. Otherwise, AF Policy Letter exhibits moderate strength in the remaining evaluative dimensions.

Airman. The graph in Figure 5 indicates the strength of this periodical in all dimensions. Information and Interest are relatively more favorable than for most other publications because of Airman's colorful, wide-ranging format. However, this magazine ranks fifth in Credibility, leading to the conclusion that AFIT readers are entertained and informed by the periodical but tend not to believe what they read as much as in some other publications.

Commanders Digest. As shown in Figure 6, the otherwise favorable response to this periodical is marred by the strongly unfavorable AFIT attitude in the Interest dimension. Commanders Digest is the major Department of Defense publication, the purpose of which is to provide official and professional information to commanders and key personnel. The fact that so important a magazine should evoke such a display of disinterest among a careerist group should be of concern to the editors. The lesser weakness in Readership is probably tied to interest. As the reader

discovers uninteresting material in a publication he tends to read it less thoroughly.

Driver. As indicated in Figure 7, this magazine is one of two periodicals to show a less favorable AFIT response overall or, in other words, to show a more favorable USAF response. This is understandable, since the periodical is targeted toward a young, automobile-oriented, relatively immature audience. Thus, it is not surprising that the typical AFIT respondent, having demonstrated maturity and responsibility through his determination of an occupational career, would display a less favorable attitude toward the publication.

TIG Brief. Finally, Figure 8 shows the graph of the least favorable periodical in terms of overall AFIT response. The investigator feels quite subjectively that this poor showing resulted from the periodical's dry and lifeless writing style, content and editorial format.

Strengths and Weaknesses Within Evaluative Dimensions

Just as the graphs in Figures 1 through 8 have been derived from columnar data in Table 8, so also could another series of graphs present information across rows concerning the evaluative dimensions. No new data would be presented, but a different, horizontal perspective would provide new insights. The reader is spared such a new series of graphs

in the hope that he can vertically scane the series of figures in order to follow the ensuing discussion.

The AFIT group responded most favorably in the evaluative dimension of Credibility. For this dimension and for Familiarity no negative AFIT attitudes (i.e., favorable USAF responses) were recorded. The next most favorable responses were in the dimension of Readership and Information, which recorded plus scores (greater than 1.0) for every periodical except Driver and TIG Brief. Finally, Interest was at the bottom of the list with 4 of 7 periodicals reporting unfavorable AFIT scores. Each evaluative dimension will be discussed in turn.

Credibility. The very positive scores for Credibility emphasize one of the most consistent differences between the AFIT and USAF groups, and it focuses attention on the careerist attribute of credibility. The careerist has a strong belief in the integrity of the Air Force, and this carries over to Air Force publications. It is a reflection of commitment. Until the commitment is made in a careerist sense, matters like credibility have not been fully assessed. This is not to say that once the career commitment has been made that differences in credibility cannot be detected. It does vary, as AFIT ratings on credibility for the seven publications show. It tends to range, however, on the positive side.

Familiarity. This next most favorable evaluative dimension also received all positive AFIT scores. A natural explanation lies in the fact that careerists are more aware of most matters pertaining to the Air Force and are, therefore, more familiar with its publications.

Readership and Information. These two evaluative factors scored relatively close to each other and in similar patterns. Five periodicals showed moderately favorable AFIT responses, while two publications (Driver and TIG Brief) elicited slightly unfavorable attitudes. One might conclude from the similarity of these scores that the typical AFIT respondent reads for information rather than interest, i.e., entertainment. This supposition would hold in the case of Driver, which is a superficial, entertainment magazine, but, it does not hold true for TIG Brief, which is a highly informative, but tediously dull periodical. Across all publications, however, it appears that careerists are selectively reading for information about their chosen careers.

Interest. This factor poses a perplexing problem. Ordinarily, one might expect that careerist readers would show more than normal interest in Air Force publications. Such is not the case, however. In four of seven periodicals AFIT response was less favorable than that of the USAF group. For Commanders Digest and TIG Brief, AFIT response

was overwhelmingly less favorable. One might conclude from these data that AFIT respondents were bored with publications which direct their material toward general, non-career-oriented audiences. This would support the favorable showing in Interest for Officers' Newsletter and AU Review which are both highly oriented toward Air Force careerism. However, it does not explain the poor showing of Commanders Digest, TIG Brief and AF Policy Letter which are equally oriented toward promotion of careerism, if their stated objectives are to be believed. Thus, lacking a more definitive study, it must be concluded that differences in the level of Interest are a result of the editorial practices of each periodical.

From the foregoing one might arrive at the implausible conclusion that the typical AFIT respondent is familiar with most Air Force periodicals, derives much information from them, believes almost all that he reads, but is not very interested in the material to which he is exposed.

Support of Hypothesis II

Hypothesis II predicted that the more involved a member of the Air Force becomes in dimensions of familiarity, readership, information and credibility of Air Force periodicals, the more committed he becomes in an Air Force career.

While a direct test of the hypothesis was not possible within the limits of this study, there was strong support of a correlation between the evaluative dimensions and commitment to an Air Force career. Two dimensions (familiarity and credibility) recorded favorable AFIT responses across all seven periodicals. The other two dimensions (readership and information) showed favorable AFIT responses for five of the seven periodicals.

However, Hypothesis II implies a degree of causation. In effect, it is saying that certain aspects of Air Force periodicals can cause and/or strengthen commitment to an Air Force career. While this may indeed be true, such a conclusion cannot be derived from the finding of this study. There may be other equally valid reasons for the strong correlation between the evaluative dimensions and commitment to an Air Force career.

For example, an individual may have been prompted toward an Air Force career through reading Air Force periodicals and is simply continuing the habit. Conversely, the careerist may read more and hold more favorable attitudes toward Air Force publications merely because he is interested in and endorses more aspects of the total Air Force environment than does the non-careerist. Thus, from the data at hand, one cannot conclude that the choice of an Air Force career is related to attitudes about Air Force

periodicals, even though such an inference may be quite often true.

Furthermore, because the AFIC respondents were students in degree programs at a major university, their mental acuity may have been greater than other careerists who had not or were not attending school. Increased mental awareness can be correlated to greater readership of, and more favorable attitudes toward, all types of publications. Thus, the more positive attitudes of the AFIT respondents in this study may have resulted from the fact that they were students rather than careerists.

A proper test of Hypothesis II and resolution of what causes the strong correlation between certain evaluative dimensions and commitment to a career must be left to a future investigation.

REFERENCE

1. Sidney Siegel, Nonparametric Statistics for the Behavioral Sciences (New York: McGraw Hill Book Co., 1956), pp. 116-8, 272-3, 276-7.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

In general, this study dealt with a comparison of attitudes toward Air Force periodicals of a high career oriented group and a general group of Air Force personnel containing both careerists and non-careerists. The study was expected to disclose that the high career oriented group had significantly more positive attitudes toward the periodicals than the general (or random) group. The investigator believes that this is the first study to attempt a correlation between reader attitudes and motivation toward an Air Force career.

Tests of the Hypotheses

The findings obtained in this study will be discussed as they apply to the hypotheses stated in Chapter II.

Hypothesis I predicted that career oriented Air Force personnel would have more positive attitudes toward the tested periodicals over a range of evaluation factors than the attitudes found in a random Air Force group. The hypothesis is supported by results which are greater than would occur by chance with a probability level of .01.

Hypothesis IA predicted that the high career oriented group would have more positive attitudes in each of five evaluation factors than the attitudes of a random Air Force group. The hypothesis is supported in four of the five evaluation factors, at a statistical significance of .02 probability or better.

Hypothesis IB predicted that the career oriented group would have more positive attitudes toward each of the tested periodicals than the attitudes of a random Air Force group. The hypothesis is supported by results for four of the seven periodicals at a statistical significance of .03 probability or better.

Hypothesis II predicted that the more involved an Air Force member becomes in the dimensions of familiarity, readership, information and credibility of Air Force publications, the more committed he becomes in an Air Force career. By inference, the hypothesis is supported to the extent that Hypotheses I and IA were supported. However, the causation (implied in the hypothesis) for the correlation between evaluative dimensions and career commitment was not explored in this study. It remains for more conclusive results to be obtained by a research project designed specifically for this purpose.

General Observations

The AFIT response was more favorable than the USAF response in five of the seven tested periodicals. The rank order of AFIT preference for all tested periodicals was as follows:

Officers' Career Newsletter

Air University Review

Air Force Policy Letter

Airman

Commanders Digest

Driver

TIG Brief

Officers' Career Newsletter was an overwhelming first choice, scoring highest in four of the five evaluative dimensions. The next four choices were grouped rather closely together. Finally, the last two choices scored considerably lower than the other periodicals.

The AFIT response was more favorable than the USAF response in four of the five evaluative dimensions. The rank order of AFIT preference in these dimensions was as follows:

Credibility

Familiarity

Information

Readership

Interest

Credibility received strongly favorable scores across all periodicals, thereby emphasizing that the careerist has a firm belief in the integrity of the Air Force and its official publications. Familiarity also received all favorable scores, indicating that careerists are more aware of Air Force publications. Readership and Information scored in similar patterns, receiving favorable AFIT responses in five of the seven periodicals, leading to the possible conclusion that careerists are selectively reading for information about their chosen careers and areas of specialization. Finally, Interest displayed a perplexing picture, having scored favorable AFIT responses in only three of the seven periodicals, leading to the tentative conclusion that careerists have a higher level of expectation in the area of interest than do non-career personnel.

One observation, which has not hitherto been mentioned, deserves comment because of its importance to future studies of this nature.

The ROP/DoD questionnaire proved to be a poorly constructed test instrument. Many of the items were tediously repetitive. Five questions were repeated for each of

seven periodicals, tending to force "blind" answers and disinterest. Several AFIT respondents simply skipped pages. Better techniques might have included semantic differential scales and rank comparisons of the publications. On the other hand, parallel construction was not used where it should have been. Typical is the faulty composition found in items which asked about informativeness, interest and credibility. The use of extremes in wording of many statements pertaining to Air Force periodicals in general tended to force artificial responses of "no opinion."

Recommendations

The relatively poor response to the Interest rating factor points to the fact that Air Force periodicals should provide information of more interest to their careerist audience and bring out the inherent interest better in the stories they use. In particular, the editors of Commanders Digest should revamp their content and editorial style in order to attract more of the careerist readers who must represent the largest portion of the periodical's target audience.

More research is needed concerning the career motivational aspects of Air Force periodicals. This study has shown only that a correlation exists between AFIT careerists

and positive readership attitudes. The following areas for further research are suggested:

1. More and better constructed readership surveys of Air Force periodicals should be conducted. The surveys should be organized and controlled with consistency so that comparative findings concerning the surveys can be made.

2. Surveys should be developed and conducted to specifically explore what types of periodicals, articles and information contribute to the career motivation and career contentment of the Air Force reader.

3. Finally, more research is needed to explore the virgin area of what motivates an individual to choose a long term career in the Air Force. Is it higher pay? Patriotism? The adventure of travel? Or more probably, a combination of many factors?

This investigator believes that Air Force periodicals definitely contribute to the career decision process by presenting a generally attractive, factual and candid view of Air Force life. But the survey results show much improvement is possible and indicated.

APPENDIX

Cover Letter

Questionnaire

Tables of Value Scores

19 April 1974

To: _____
AFROTC Det 825
University of Texas
Austin, Texas

GREETINGS

Where else but in an Air Force unit at a major university can you find a group of people ready and willing to fill out questionnaires and surveys of all types?

That's why I am asking all members of the AFIT/AECP programs here at UT to help me with a research project on readership of Air Force magazines.


Attached to this cover letter is a 54-item questionnaire which surveys your attitudes toward seven selected Air Force periodicals. From your responses, I hope to determine how good a job USAF publications are doing and what can be done to improve them.

This is not a USAF-sponsored project nor is it officially sanctioned by the University of Texas. It is a student project which may grow into a master's thesis and become eligible for USAF grant funds. You are not obligated to fill out the questionnaire. I am appealing to your good guy (or gal) instincts to help me out.

Please complete the questionnaire by circling the appropriate lettered answer. Circle only one answer per question. It should take no more than 10 minutes so please do it now. Drop the completed form in the files under "G" for Goubert.

One last point. Although most USAF publications are available for reading here in the ROTC orderly room, we students have little time to indulge in reading that we don't get grades for. Therefore, please base your answers on your reading habits during your last routine USAF assignment before entering the AFIT/AECP programs.

GOOD LUCK and THANKS VERY MUCH


Peter A. Goubert
Lt/Col USAF

SURVEY OF
READERSHIP OF AIR FORCE MAGAZINES

1. Write your name, _____
You may remain anonymous, if you so desire.
2. What is your current grade?
- | | AFI/E | AFIT/O |
|------------------|-------|--------|
| A. O-6 or higher | | 5.88 |
| B. O-5 | | 11.76 |
| C. O-4 | | 35.29 |
| D. O-3 | | 47.06 |
| E. O-2 | | ---- |
| F. O-1 | | ---- |
| G. E-7 or higher | ---- | ---- |
| H. E-6 | 14.29 | |
| I. E-5 | 85.71 | |
| J. E-4 | ---- | |
| K. E-3 | ---- | |
| M. E-2 or lower | ---- | |
| | N=21 | N=17 |
3. How many years of Air Force service do you have now?
- | | | |
|------------|-------|-------|
| A. Under 4 | 28.57 | ---- |
| B. 5-6 | 33.33 | 11.76 |
| C. 7-8 | 23.81 | 11.76 |
| D. 9-10 | 9.52 | 11.76 |
| E. 11-12 | 4.76 | 29.41 |
| F. 13-14 | ---- | 11.76 |
| G. 15-16 | ---- | 5.88 |
| H. 17-18 | ---- | 5.88 |
| I. 19-20 | ---- | 5.88 |
| J. Over 21 | ---- | 5.88 |
| | N=21 | N=17 |
4. At this time, have you decided to make the Air Force your career for 20 years or more?
- | | | |
|----------------------------------|-------|--------|
| A. Yes | 71.43 | 100.00 |
| B. No | ---- | ---- |
| C. Undecided, but probably will | 19.05 | ---- |
| D. Undecided, but probably won't | 9.52 | ---- |
| | N=21 | N=17 |

Listed below are the titles of several Air Force Periodicals with questions about each:

| 5. How familiar are you with <u>Airman</u> magazine? | AFIT/E | AFIT/O | USAF/E | USAF/O |
|--|--------|--------|--------|--------|
| A. I see each issue | 28.57 | 17.65 | 18.65 | 23.31 |
| B. I see most issues | 66.67 | 64.71 | 42.40 | 36.29 |
| C. I see about half the issues | 4.76 | 11.76 | 16.70 | 17.18 |
| D. I seldom see it | ----- | 5.88 | 18.65 | 20.45 |
| E. I never see it, but I have heard of it | ----- | ----- | 2.66 | 2.04 |
| F. I have never heard of it | ----- | ----- | .94 | .82 |
| | N=21 | N=17 | N=1802 | N=489 |

(If you answered E or F to question #5, skip to question #10. Otherwise, continue with question #6.)

| 6. When you see a copy of <u>Airman</u> , how much do you usually read? | | | | |
|---|-------|-------|--------|-------|
| A. All of it | 14.29 | 5.88 | 8.05 | 5.23 |
| B. Most of it | 38.10 | 52.94 | 37.00 | 30.96 |
| C. Some of it | 38.10 | 41.18 | 37.28 | 42.47 |
| D. Very little of it | 9.52 | ----- | 14.67 | 18.62 |
| E. None of it | ----- | ----- | 3.00 | 2.72 |
| | N=21 | N=17 | N=1765 | N=478 |

Please read each of the following statements carefully. Indicate whether you strongly agree, agree, are undecided or have no opinion, disagree or strongly disagree.

| 7. <u>Airman</u> is usually informative. | | | | |
|--|-------|-------|--------|-------|
| A. Strongly agree | 14.29 | 5.88 | 8.40 | 9.39 |
| B. Agree | 76.19 | 88.24 | 61.04 | 62.00 |
| C. Undecided/No opinion | 4.76 | 5.88 | 23.68 | 22.76 |
| D. Disagree | 4.76 | ----- | 5.96 | 4.59 |
| E. Strongly disagree | ----- | ----- | .91 | 1.25 |
| | N=21 | N=17 | N=1761 | N=479 |

| 8. <u>Airman</u> is usually very interesting. | | | | |
|---|-------|-------|--------|-------|
| A. Strongly agree | 19.05 | 5.88 | 10.79 | 7.95 |
| B. Agree | 47.62 | 64.71 | 53.44 | 52.93 |
| C. Undecided/No opinion | 14.29 | 29.41 | 23.68 | 25.94 |
| D. Disagree | 19.05 | ----- | 10.79 | 11.72 |
| E. Strongly disagree | ----- | ----- | 1.31 | 1.46 |
| | N=21 | N=17 | N=1761 | N=480 |

9. I consider Airman to be a reliable source of information.

| | AFIT/E | AFIT/O | USAF/E | USAF/O |
|-------------------------|--------|--------|--------|--------|
| A. Strongly agree | 19.05 | 5.88 | 6.78 | 7.58 |
| B. Agree | 38.10 | 64.71 | 48.18 | 50.74 |
| C. Undecided/No opinion | 23.81 | 29.41 | 32.80 | 30.95 |
| D. Disagree | 14.29 | ----- | 10.54 | 9.89 |
| E. Strongly disagree | 4.76 | ----- | 1.71 | .84 |
| | N=21 | N=17 | N=1756 | N=475 |

10. How familiar are you with the Air Force Policy Letter for Commanders?

| | AFIT/E | AFIT/O | USAF/E | USAF/O |
|---|--------|--------|--------|--------|
| A. I see each issue | 4.76 | 23.53 | 3.66 | 13.41 |
| B. I see most issues | 9.52 | 29.41 | 11.14 | 20.53 |
| C. I see about half the issues | 19.05 | 17.65 | 8.09 | 15.65 |
| D. I seldom see it | 38.10 | 29.41 | 22.33 | 23.98 |
| E. I never see it, but I have heard of it | 9.52 | ----- | 22.99 | 10.77 |
| F. I never heard of it | 19.05 | ----- | 31.80 | 15.65 |
| | N=21 | N=17 | N=1805 | N=492 |

(If you answered E or F to question #10 above, skip to question #15. Otherwise, continue with question #11.)

11. When you see an issue of the Air Force Policy Letter for Commanders, how much do you usually read?

| | AFIT/E | AFIT/O | USAF/E | USAF/O |
|----------------------|--------|--------|--------|--------|
| A. All of it | 21.43 | 35.29 | 16.65 | 19.47 |
| B. Most of it | 14.29 | 29.41 | 23.50 | 32.11 |
| C. Some of it | 57.14 | 11.76 | 25.08 | 23.68 |
| D. Very little of it | 7.14 | 23.53 | 19.70 | 17.89 |
| E. None of it | ----- | ----- | 15.07 | 6.84 |
| | N=14 | N=17 | N=949 | N=380 |

Please indicate whether you agree or disagree with the following statements:

12. The Air Force Policy Letter for Commanders is usually very informative

| | AFIT/E | AFIT/O | USAF/E | USAF/O |
|-------------------------|--------|--------|--------|--------|
| A. Strongly agree | 7.14 | 5.88 | 7.64 | 12.04 |
| B. Agree | 64.29 | 58.82 | 43.35 | 48.95 |
| C. Undecided/No opinion | 28.57 | 23.53 | 42.09 | 29.06 |
| D. Disagree | ----- | 11.76 | 5.45 | 9.42 |
| E. Strongly disagree | ----- | ----- | 1.47 | .52 |
| | N=14 | N=17 | N=955 | N=382 |

| | | | | | |
|---|--|--------|--------|--------|--------|
| 13. | The <u>Air Force Policy Letter for Commanders</u> is usually very interesting. | AFTT/E | AFIT/O | USAF/E | USAF/O |
| | A. Strongly agree | 7.14 | ----- | 3.98 | 7.61 |
| | B. Agree | 28.57 | 52.94 | 35.92 | 39.63 |
| | C. Undecided/No opinion | 50.00 | 23.53 | 46.91 | 33.33 |
| | D. Disagree | 14.29 | 17.65 | 11.52 | 17.32 |
| | E. Strongly disagree | ----- | 5.88 | 1.67 | 2.11 |
| | | N=14 | N=17 | N=955 | N=381 |
| 14. | I consider the <u>Air Force Letter for Commanders</u> to be a reliable source of information. | | | | |
| | A. Strongly agree | 21.43 | 17.65 | 7.82 | 17.89 |
| | B. Agree | 71.43 | 52.94 | 44.05 | 42.37 |
| | C. Undecided/No opinion | 7.14 | 29.41 | 42.12 | 28.95 |
| | D. Disagree | ----- | ----- | 3.75 | 7.63 |
| | E. Strongly disagree | ----- | ----- | 2.25 | 3.16 |
| | | N=14 | N=17 | N=933 | N=380 |
| 15. | How familiar are you with the <u>Air Force Officer's Career Newsletter</u> ? | | | | |
| | A. I see each issue | ----- | 29.41 | 1.24 | 15.34 |
| | B. I see most issues | 9.52 | 11.76 | 3.03 | 22.70 |
| | C. I see about half the issues | 9.52 | 23.53 | 2.98 | 20.65 |
| | D. I seldom see it | 14.29 | 29.41 | 11.68 | 16.77 |
| | E. I never see it, but I have heard of it | 9.52 | 5.88 | 27.74 | 10.63 |
| | F. I have never heard of it | 57.14 | ----- | 53.34 | 13.91 |
| | | N=21 | N=17 | N=1781 | N=489 |
| (If you answered E or F to question # 15 above, skip to question #20. Otherwise, continue with question #16.) | | | | | |
| 16. | When you see an issue of the <u>Air Force Officers' Career Newsletter</u> , how much do you usually read ? | | | | |
| | A. All of it | 42.86 | 31.25 | 5.05 | 30.58 |
| | B. Most of it | 28.57 | 31.25 | 13.27 | 29.07 |
| | C. Some of it | 14.29 | 18.75 | 22.62 | 24.31 |
| | D. Very little of it | 14.29 | 18.75 | 30.28 | 10.28 |
| | E. None of it | ----- | ----- | 28.79 | 5.76 |
| | | N=7 | N=16 | N=535 | N=399 |

Please indicate whether you agree or disagree with the following statements:

| | | | | | |
|-----|---|--------|--------|--------|--------|
| 17. | The <u>Air Force Officers' Career Newsletter</u> is usually very informative. | AFIT/E | AFIT/O | USAF/E | USAF/O |
| | A. Strongly agree | 14.29 | 6.25 | 1.80 | 20.62 |
| | B. Agree | 71.43 | 75.00 | 18.96 | 43.40 |
| | C. Undecided/No opinion | 14.29 | 18.75 | 70.26 | 26.80 |
| | D. Disagree | ----- | ----- | 5.99 | 7.73 |
| | E. Strongly disagree | ----- | ----- | 2.99 | 1.55 |
| | | N=7 | N=16 | N=501 | N=388 |
| 18. | The <u>Air Force Officers' Career Newsletter</u> is usually very interesting. | | | | |
| | A. Strongly agree | 28.57 | ----- | 2.24 | 14.65 |
| | B. Agree | 57.14 | 66.67 | 17.52 | 42.16 |
| | C. Undecided/No opinion | 14.29 | 22.67 | 71.49 | 30.59 |
| | D. Disagree | ----- | 6.67 | 5.70 | 12.08 |
| | E. Strongly disagree | ----- | ----- | 3.05 | .51 |
| | | N=7 | N=15 | N=491 | N=389 |
| 19. | I consider the <u>Air Force Officers' Career Newsletter</u> to be a reliable source of information. | | | | |
| | A. Strongly agree | 42.86 | 18.75 | 2.86 | 21.56 |
| | B. Agree | 42.86 | 56.25 | 22.49 | 44.68 |
| | C. Undecided/No opinion | 14.29 | 25.00 | 68.30 | 27.53 |
| | D. Strongly disagree | ----- | ----- | 6.34 | 6.23 |
| | | N=7 | N=16 | N=489 | N=385 |
| 20. | How familiar are you with <u>Driver Magazine</u> ? | | | | |
| | A. I see each issue | 14.29 | 5.88 | 17.88 | 14.40 |
| | B. I see most issues | 57.14 | 47.06 | 40.14 | 30.22 |
| | C. I see about half the issues | 19.05 | 5.88 | 17.05 | 21.70 |
| | D. I seldom see it | 4.76 | 35.29 | 15.50 | 18.05 |
| | E. I never see it, but I have heard of it | 4.76 | 5.88 | 5.43 | 6.29 |
| | F. I have never heard of it | ----- | ----- | 2.24 | 9.33 |
| | | N=21 | N=17 | N=1806 | N=493 |

(If you answered E or F to question #20 above, skip to question #25. Otherwise, continue with question #21.)

| 21. When you see an issue of <u>Driver Magazine</u> , how much do you usually read? | | | | |
|---|--------|--------|--------|--------|
| | AFIT/E | AFIT/O | USAF/E | USAF/O |
| A. All of it | 10.00 | 6.25 | 16.84 | 9.58 |
| B. Most of it | 35.00 | 18.75 | 40.50 | 31.07 |
| C. Some of it | 35.00 | 43.75 | 29.60 | 36.68 |
| D. Very little of it | 20.00 | 25.00 | 11.08 | 20.09 |
| E. None of it | ----- | 6.25 | 1.98 | 2.57 |
| | N=20 | N=16 | N=1669 | N=428 |

Please indicate whether you agree or disagree with the following statements:

| 22. <u>Driver Magazine</u> is usually very informative. | | | | |
|---|-------|-------|--------|-------|
| A. Strongly agree | 20.00 | 6.25 | 22.18 | 14.95 |
| B. Agree | 40.00 | 62.50 | 53.55 | 48.83 |
| C. Undecided/No opinion | 30.00 | 18.75 | 19.71 | 27.57 |
| D. Disagree | 10.00 | 12.50 | 3.97 | 8.18 |
| E. Strongly disagree | ----- | ----- | .60 | .47 |
| | N=20 | N=16 | N=1664 | N=428 |

| 23. <u>Driver Magazine</u> is usually very interesting. | | | | |
|---|-------|-------|--------|-------|
| A. Strongly agree | 15.00 | 12.50 | 21.19 | 13.85 |
| B. Agree | 40.00 | 50.00 | 51.41 | 47.13 |
| C. Undecided/No opinion | 30.00 | 25.00 | 19.39 | 27.23 |
| D. Disagree | 15.00 | 12.50 | 6.92 | 10.80 |
| E. Strongly disagree | ----- | ----- | 1.08 | .94 |
| | N=20 | N=16 | N=1661 | N=426 |

| 24. I consider <u>Driver Magazine</u> to be a reliable source of information. | | | | |
|---|-------|-------|--------|-------|
| A. Strongly agree | 15.00 | 12.50 | 16.80 | 12.38 |
| B. Agree | 55.00 | 43.75 | 52.20 | 48.83 |
| C. Undecided/No opinion | 30.00 | 43.75 | 24.74 | 31.07 |
| D. Disagree | ----- | ----- | 5.36 | 6.07 |
| E. Strongly disagree | ----- | ----- | .90 | 1.64 |
| | N=20 | N=16 | N=1661 | N=428 |

| 25. How familiar are you with the <u>Air University Review</u> ? | | | | |
|--|-------|-------|--------|-------|
| A. I see each issue | 4.76 | 11.76 | .90 | 5.60 |
| B. I see most issues | ----- | 11.76 | 3.02 | 11.20 |
| C. I see about half the issues | 4.76 | 29.41 | 3.58 | 11.20 |
| D. I seldom see it | 33.33 | 29.41 | 11.81 | 29.46 |
| E. I never see it, but I have heard of it | 23.81 | 17.65 | 28.04 | 18.88 |
| F. I have never heard of it | 33.33 | ----- | 52.66 | 23.65 |
| | N=21 | N=17 | N=1787 | N=482 |

(If you answered E or F to question #25 above, skip to question #30. Otherwise, continue with question #26.)

26. When you see an issue of the Air University Review, how much do you usually read?

| | AFIT/E | AFIT/O | USAF/E | USAF/O |
|----------------------|--------|--------|--------|--------|
| A. All of it | ----- | 7.14 | 3.52 | 5.88 |
| B. Most of it | 22.22 | 42.86 | 12.50 | 19.61 |
| C. Some of it | ----- | 28.57 | 27.93 | 42.48 |
| D. Very little of it | 66.66 | 21.43 | 24.80 | 23.53 |
| E. None of it | 11.11 | ----- | 31.25 | 8.50 |
| | N=9 | N=14 | N=512 | N=306 |

Please indicate whether you agree or disagree with the following statements:

27. The Air University Review is usually very informative.

| | | | | |
|-------------------------|-------|-------|-------|-------|
| A. Strongly agree | 11.11 | 35.71 | 6.98 | 19.26 |
| B. Agree | 22.22 | 42.86 | 24.10 | 34.12 |
| C. Undecided/No opinion | 66.66 | 14.29 | 60.68 | 38.51 |
| D. Disagree | ----- | 7.14 | 6.55 | 6.42 |
| E. Strongly disagree | ----- | ----- | 1.69 | 1.69 |
| | N=9 | N=14 | N=473 | N=296 |

28. The Air University Review is usually very interesting.

| | | | | |
|-------------------------|-------|-------|-------|-------|
| A. Strongly agree | ----- | 21.43 | 5.13 | 16.73 |
| B. Agree | 22.22 | 57.14 | 24.57 | 35.48 |
| C. Undecided/No opinion | 77.77 | 7.14 | 59.83 | 39.93 |
| D. Disagree | ----- | 7.14 | 8.97 | 6.83 |
| E. Strongly disagree | ----- | 7.14 | 1.50 | 1.02 |
| | N=9 | N=14 | N=468 | N=293 |

29. I consider the Air University Review to be a reliable source of information.

| | | | | |
|-------------------------|-------|-------|-------|-------|
| A. Strongly agree | 11.11 | 7.14 | 5.94 | 14.19 |
| B. Agree | 33.33 | 78.57 | 22.53 | 40.20 |
| C. Undecided/No opinion | 55.55 | 14.29 | 63.06 | 36.15 |
| D. Disagree | ----- | ----- | 6.58 | 8.78 |
| E. Strongly disagree | ----- | ----- | 1.49 | .68 |
| | N=9 | N=14 | N=471 | N=294 |

30. How familiar are you with Commanders Digest?

| | AFIT/E | AFIT/O | USAF/E | USAF/O |
|---|--------|--------|--------|--------|
| A. I see each issue | 4.76 | 11.76 | 2.77 | 8.42 |
| B. I see most issues | 4.76 | 23.53 | 6.62 | 15.61 |
| C. I see about half the issues | 9.52 | 11.76 | 4.58 | 10.88 |
| D. I seldom see it | 14.29 | 29.41 | 12.39 | 13.35 |
| E. I never see it, but I have heard of it | 33.33 | 11.76 | 29.60 | 23.61 |
| F. I have never heard of it | 33.33 | 11.76 | 44.03 | 28.13 |
| | N=21 | N=17 | N=1767 | N=487 |

(If you answered E or F to question #30 above, skip to question #35. Otherwise, continue with question #31.)

31. When you see an issue of Commanders Digest, how much do you normally read?

| | | | | |
|----------------------|-------|-------|-------|-------|
| A. All of it | 14.29 | 7.69 | 6.89 | 13.39 |
| B. Most of it | 14.29 | 38.46 | 20.49 | 31.10 |
| C. Some of it | 42.85 | 7.69 | 34.10 | 32.68 |
| D. Very little of it | 14.29 | 46.15 | 19.96 | 14.96 |
| E. None of it | 14.29 | ----- | 18.55 | 7.87 |
| | N=7 | N=13 | N=566 | N=254 |

Please indicate whether you agree or disagree with the following statements:

32. The Commanders Digest is usually very informative.

| | | | | |
|-------------------------|-------|-------|-------|-------|
| A. Strongly agree | 14.29 | 7.69 | 6.23 | 9.16 |
| B. Agree | 42.85 | 46.15 | 36.83 | 41.04 |
| C. Undecided/No opinion | 42.85 | 38.46 | 51.60 | 41.83 |
| D. Disagree | ----- | 7.69 | 3.56 | 7.57 |
| E. Strongly disagree | ----- | ----- | 1.78 | .40 |
| | N=7 | N=13 | N=562 | N=251 |

33. The Commanders Digest is normally very interesting.

| | | | | |
|-------------------------|-------|-------|-------|-------|
| A. Strongly agree | ----- | ----- | 4.63 | 7.57 |
| B. Agree | 28.57 | 30.77 | 35.94 | 37.45 |
| C. Undecided/No opinion | 57.14 | 46.15 | 52.31 | 43.82 |
| D. Disagree | 14.29 | 23.08 | 5.34 | 10.76 |
| E. Strongly disagree | ----- | ----- | 1.78 | .40 |
| | N=7 | N=13 | N=562 | N=251 |

34. I consider the Commanders Digest to be a valuable source of information.

| | AFIT/E | AFIT/O | USAF/E | USAF/O |
|-------------------------|--------|--------|--------|--------|
| A. Strongly agree | 28.57 | 16.67 | 5.36 | 10.32 |
| B. Agree | 57.14 | 25.00 | 33.57 | 35.71 |
| C. Undecided/No opinion | 14.29 | 33.33 | 54.11 | 42.86 |
| D. Disagree | ----- | 25.00 | 5.36 | 9.92 |
| E. Strongly disagree | ----- | ----- | 1.61 | 1.19 |
| | N=7 | N=12 | N=560 | N=252 |

35. How familiar are you with the TIG Brief?

| | | | | |
|---|-------|-------|--------|-------|
| A. I see each issue | 14.29 | 31.25 | 13.74 | 28.95 |
| B. I see most issues | 14.29 | 18.75 | 22.23 | 22.38 |
| C. I see about half the issues | 14.29 | 18.75 | 12.07 | 12.53 |
| D. I seldom see it | 33.33 | 25.00 | 17.04 | 13.55 |
| E. I never see it, but I have heard of it | 14.29 | 6.25 | 12.07 | 11.91 |
| F. I have never heard of it | 9.52 | ----- | 22.85 | 10.68 |
| | N=21 | N=16 | N=1790 | N=487 |

(If you answered E or F to question #35 above, skip to question #40. Otherwise, continue with question #36.)

36. When you see an issue of the TIG Brief, how much do you usually read?

| | | | | |
|----------------------|-------|-------|--------|-------|
| A. All of it | 18.75 | 25.00 | 16.38 | 18.72 |
| B. Most of it | 6.25 | 18.75 | 32.84 | 34.67 |
| C. Some of it | 50.00 | 25.00 | 28.42 | 29.49 |
| D. Very little of it | 25.00 | 31.25 | 15.97 | 13.85 |
| E. None of it | ----- | ----- | 6.39 | 3.08 |
| | N=16 | N=16 | N=1221 | N=390 |

Please indicate whether you agree or disagree with the following statements:

37. The TIG Brief is usually very informative.

| | | | | |
|-------------------------|-------|-------|--------|-------|
| A. Strongly agree | 18.75 | 18.75 | 19.57 | 24.16 |
| B. Agree | 37.50 | 37.50 | 48.03 | 47.56 |
| C. Undecided/No opinion | 37.50 | 31.25 | 27.30 | 21.34 |
| D. Disagree | 6.25 | 12.50 | 3.94 | 5.91 |
| E. Strongly disagree | ----- | ----- | 1.16 | 1.03 |
| | N=16 | N=16 | N=1216 | N=389 |

38. The TIG Brief is usually very interesting.

| | AFIT/E | AFIT/O | USAF/E | USAF/O |
|-------------------------|--------|--------|--------|--------|
| A. Strongly agree | 13.33 | 6.25 | 11.62 | 11.11 |
| B. Agree | 33.33 | 31.25 | 41.93 | 48.58 |
| C. Undecided/No opinion | 46.67 | 25.00 | 33.39 | 22.74 |
| D. Disagree | 6.67 | 18.75 | 8.24 | 15.76 |
| E. Strongly disagree | ----- | 18.75 | 1.81 | 1.81 |
| | N=15 | N=16 | N=1213 | N=387 |

39. I consider the TIG Brief to be a reliable source of information.

| | | | | |
|-------------------------|-------|-------|--------|-------|
| A. Strongly agree | 20.00 | 37.50 | 19.60 | 29.02 |
| B. Agree | 60.00 | 50.00 | 45.99 | 46.37 |
| C. Undecided/No opinion | 20.00 | 12.50 | 29.86 | 30.21 |
| D. Disagree | ----- | ----- | 3.72 | 3.89 |
| E. Strongly disagree | ----- | ----- | .83 | .52 |
| | N=15 | N=16 | N=1209 | N=383 |

Following are several statements about the Air Force. Please read each carefully and indicate whether you agree or disagree with each statement.

40. I couldn't be happier for having joined the Air Force.

| | | | | |
|-------------------------|-------|-------|--------|-------|
| A. Strongly agree | 25.00 | 23.53 | 13.46 | 17.92 |
| B. Agree | 50.00 | 52.94 | 31.09 | 38.49 |
| C. Undecided/No opinion | 20.00 | 11.76 | 25.53 | 24.03 |
| D. Disagree | 5.00 | 11.76 | 18.35 | 15.48 |
| E. Strongly disagree | ----- | ----- | 11.57 | 4.07 |
| | N=20 | N=17 | N=1798 | N=491 |

41. I think there are many ways in which the Air Force could be improved.

| | | | | |
|-------------------------|-------|-------|--------|-------|
| A. Strongly agree | 45.00 | 41.18 | 52.88 | 36.99 |
| B. Agree | 40.00 | 58.82 | 39.15 | 52.44 |
| C. Undecided/No opinion | 5.00 | ----- | 5.09 | 6.50 |
| D. Disagree | 10.00 | ----- | 2.27 | 3.86 |
| E. Strongly disagree | ----- | ----- | .61 | .20 |
| | N=20 | N=17 | N=1806 | N=492 |

42. I would recommend the Air Force to young people who are thinking about military service.

| | | | | |
|-------------------------|-------|-------|--------|-------|
| A. Strongly agree | 55.00 | 47.06 | 26.84 | 34.76 |
| B. Agree | 40.00 | 47.06 | 42.54 | 44.73 |
| C. Undecided/No opinion | ----- | 5.88 | 14.70 | 12.39 |
| D. Disagree | 5.00 | ----- | 7.99 | 5.69 |
| E. Strongly disagree | ----- | ----- | 7.93 | 2.44 |
| | N=20 | N=17 | N=1803 | N=492 |

43. When compared to the Army, Navy or Marine Corps, I think the Air Force is by far the best branch of service.

| | AFIT/E | AFIT/O | USAF/E | USAF/O |
|-------------------------|--------|--------|--------|--------|
| A. Strongly agree | 57.14 | 70.59 | 32.98 | 42.36 |
| B. Agree | 19.05 | 23.53 | 32.82 | 31.57 |
| C. Undecided/No opinion | 14.29 | 5.88 | 22.17 | 20.37 |
| D. Disagree | 9.52 | ----- | 8.59 | 4.28 |
| E. Strongly disagree | ----- | ----- | 3.44 | 1.43 |

44. I would prefer civilian life to being in the Air Force, even if it meant earning less money.

| | AFIT/E | AFIT/O | USAF/E | USAF/O |
|-------------------------|--------|--------|--------|--------|
| A. Strongly agree | ----- | ----- | 18.18 | 9.98 |
| B. Agree | ----- | ----- | 13.75 | 15.48 |
| C. Undecided/No opinion | 14.29 | 11.76 | 21.34 | 21.59 |
| D. Disagree | 47.62 | 41.18 | 32.59 | 37.68 |
| E. Strongly disagree | 38.10 | 47.06 | 14.14 | 15.27 |

N=21 N=17 N=1804 N=491

Following are ten statements about Air Force periodicals (magazines, newsletters, etc.). Please read each statement carefully and then indicate whether you agree or disagree:

45. Most of the information in Air Force periodicals is very useful.

| | AFIT/E | AFIT/O | USAF/E | USAF/O |
|-------------------------|--------|--------|--------|--------|
| A. Strongly agree | 9.52 | ----- | 4.97 | 9.29 |
| B. Agree | 66.67 | 58.82 | 53.06 | 50.30 |
| C. Undecided/No opinion | 14.29 | 17.65 | 28.49 | 25.05 |
| D. Disagree | 9.52 | 23.53 | 10.49 | 14.14 |
| E. Strongly disagree | ----- | ----- | 2.98 | 1.21 |

N=21 N=17 N=1811 N=495

46. Much of what I read in Air Force periodicals is difficult to believe.

| | AFIT/E | AFIT/O | USAF/E | USAF/O |
|-------------------------|--------|--------|--------|--------|
| A. Strongly agree | ----- | ----- | 3.09 | 4.05 |
| B. Agree | 4.76 | ----- | 9.01 | 9.72 |
| C. Undecided/No opinion | 14.29 | 11.76 | 36.91 | 22.47 |
| D. Disagree | 76.19 | 82.35 | 48.01 | 55.67 |
| E. Strongly disagree | 4.76 | 5.88 | 2.98 | 6.10 |

N=21 N=17 N=1810 N=494

| | | | | | |
|-----|--|--------|--------|--------|--------|
| 47. | I seldom read anything useful to me in Air Force periodicals. | | | | |
| | | AFIT/E | AFIT/O | USAF/E | USAF/O |
| | A. Strongly agree | ----- | ----- | 4.54 | 4.66 |
| | B. Agree | 9.52 | 5.88 | 14.83 | 14.98 |
| | C. Undecided/No opinion | 4.76 | 5.88 | 19.76 | 14.57 |
| | D. Disagree | 66.67 | 58.82 | 52.52 | 53.24 |
| | E. Strongly disagree | 19.05 | 29.41 | 8.36 | 12.55 |
| | | N=21 | N=17 | N=1807 | N=494 |
| 48. | I think you can believe everything you read in an Air Force periodical. | | | | |
| | A. Strongly agree | ----- | ----- | 1.16 | 4.66 |
| | B. Agree | 9.52 | 11.76 | 19.44 | 21.66 |
| | C. Undecided/No opinion | 23.81 | 5.88 | 31.17 | 23.48 |
| | D. Disagree | 47.62 | 58.82 | 37.54 | 40.49 |
| | E. Strongly disagree | 19.05 | 23.53 | 10.69 | 9.72 |
| | | N=21 | N=17 | N=1806 | N=494 |
| 49. | I learn quite a bit about what is going on in the Air Force from Air Force periodicals. | | | | |
| | A. Strongly agree | 23.81 | 17.65 | 6.25 | 12.22 |
| | B. Agree | 61.90 | 70.59 | 51.02 | 51.32 |
| | C. Undecided/No opinion | 14.29 | ----- | 26.04 | 23.22 |
| | D. Disagree | ----- | 11.76 | 12.88 | 12.02 |
| | E. Strongly disagree | ----- | ----- | 3.81 | 1.22 |
| | | N=21 | N=17 | N=1809 | N=491 |
| 50. | Air Force periodicals only print news and information that is favorable to the Air Force. | | | | |
| | A. Strongly agree | 4.76 | ----- | 6.25 | 9.90 |
| | B. Agree | 42.86 | 41.18 | 51.02 | 29.09 |
| | C. Undecided/No opinion | 14.29 | 11.76 | 26.04 | 31.31 |
| | D. Disagree | 38.10 | 41.18 | 12.88 | 28.89 |
| | E. Strongly disagree | ----- | 5.88 | 3.81 | .81 |
| | | N=21 | N=17 | N=1809 | N=495 |
| 51. | The best way to find out what is going on in the Air Force is to regularly read the Air Force periodicals. | | | | |
| | A. Strongly agree | 4.76 | ----- | 3.88 | 4.24 |
| | B. Agree | 52.38 | 41.18 | 41.00 | 40.40 |
| | C. Undecided/No opinion | 23.81 | 23.53 | 32.35 | 32.73 |
| | D. Disagree | 19.05 | 29.41 | 18.84 | 20.61 |
| | E. Strongly disagree | ----- | 5.88 | 3.93 | 2.02 |
| | | N=21 | N=17 | N=1805 | N=495 |

| | | | | |
|--|--------|--------|--------|--------|
| 52. I think editors of the Air Force periodicals usually try to slant the information to make the Air Force look good. | | | | |
| | AFIT/E | AFIT/O | USAF/E | USAF/O |
| A. Strongly agree | 4.76 | ----- | 10.58 | 10.53 |
| B. Agree | 57.14 | 64.71 | 29.42 | 33.60 |
| C. Undecided/No opinion | 23.81 | 17.65 | 38.61 | 36.03 |
| D. Disagree | 14.29 | 17.65 | 20.28 | 18.83 |
| E. Strongly disagree | ----- | ----- | 1.11 | 1.01 |
| | N=21 | N=17 | N=1805 | N=494 |
| 53. I don't believe most Air Force periodicals are very useful. | | | | |
| A. Strongly agree | ----- | ----- | 4.55 | 3.46 |
| B. Agree | ----- | 17.65 | 11.64 | 15.65 |
| C. Undecided/No opinion | 14.29 | ----- | 31.26 | 23.78 |
| D. Disagree | 61.90 | 76.47 | 47.89 | 49.80 |
| E. Strongly disagree | 23.81 | 5.88 | 4.66 | 7.32 |
| | N=21 | N=17 | N=1804 | N=492 |
| 54. Air Force periodicals are usually extremely trustworthy. | | | | |
| A. Strongly agree | ----- | ----- | 1.85 | 3.69 |
| B. Agree | 42.86 | 35.29 | 32.01 | 38.32 |
| C. Undecided/No opinion | 33.33 | 47.06 | 48.68 | 41.39 |
| D. Disagree | 19.05 | 17.65 | 12.81 | 14.14 |
| E. Strongly disagree | 4.76 | ----- | 4.64 | 2.46 |
| | N=21 | N=17 | N=1787 | N=488 |

TABULATION OF VALUE SCORES

| Evaluative Dimension | Response | Value Set | Airman | | AF Policy Letter | |
|-------------------------------------|----------|--------------|---------------|---------------|------------------|---------------|
| | | | AFIT Score | USAF Score | AFIT Score | USAF Score |
| Familiarity (Item #5, or #10) | A. | 5 | 231 | 209 | 142 | 85 |
| | B. | 4 | 526 | 315 | 156 | 127 |
| | C. | 3 | 49 | 102 | 110 | 71 |
| | D. | 2 | 12 | 78 | 135 | 93 |
| | E. | 1 | --- | 5 | 10 | 34 |
| | F. | 0 | --- | 0 | 0 | 0 |
| Totals | | | 818 | 709 | 553 | 410 |
| Readership (Item #6, or #11) | A. | 4 | 81 | 53 | 227 | 145 |
| | B. | 3 | 273 | 204 | 131 | 167 |
| | C. | 2 | 158 | 160 | 138 | 97 |
| | D. | 1 | 10 | 34 | 31 | 38 |
| | E. | 0 | --- | 0 | --- | 0 |
| Totals | | | 522 | 451 | 527 | 447 |
| Information (Item #7, or #12) | A. | +2 | 41 | 36 | 26 | 39 |
| | B. | +1 | 164 | 123 | 123 | 92 |
| | C. | 0 | 0 | 0 | 0 | 0 |
| | D. | -1 | -5 | -11 | -12 | -14 |
| | E. | -2 | --- | -5 | --- | -4 |
| Totals | | | 200 | 143 | 137 | 113 |
| Interest (Item #8, or #13) | A. | +2 | 50 | 38 | 14 | 23 |
| | B. | +1 | 113 | 106 | 82 | 76 |
| | C. | 0 | 0 | 0 | 0 | 0 |
| | D. | -1 | -19 | -23 | -32 | -29 |
| | E. | -2 | --- | -6 | -12 | -7 |
| Totals | | | 144 | 115 | 52 | 63 |
| Credibility (Item #9, or #14) | A. | +2 | 50 | 29 | 78 | 52 |
| | B. | +1 | 103 | 99 | 124 | 86 |
| | C. | 0 | 0 | 0 | 0 | 0 |
| | D. | -1 | -14 | -21 | --- | -12 |
| | E. | -2 | -10 | -5 | --- | -11 |
| Totals | | | 129 | 102 | 202 | 115 |

TABULATION OF VALUE SCORES (continued)

| Evaluative Dimension | Response | Value Set | Officer's Newsletter | | Driver | |
|--------------------------------------|----------|-----------|----------------------|------------|------------|------------|
| | | | AFIT Score | USAF Score | AFIT Score | USAF Score |
| Familiarity (Item #15, or #20) | A. | 5 | 147 | 83 | 100 | 141 |
| | B. | 4 | 85 | 103 | 417 | 282 |
| | C. | 3 | 100 | 71 | 75 | 116 |
| | D. | 2 | 88 | 57 | 81 | 67 |
| | E. | 1 | 16 | 39 | 11 | 11 |
| | F. | 0 | 0 | 0 | --- | 0 |
| Totals | | | 436 | 353 | 684 | 617 |
| Readership (Item #16, or #21) | A. | 4 | 296 | 142 | 65 | 105 |
| | B. | 3 | 180 | 127 | 161 | 215 |
| | C. | 2 | 67 | 94 | 158 | 132 |
| | D. | 1 | 33 | 40 | 45 | 31 |
| | E. | 0 | --- | 0 | 0 | 0 |
| Totals | | | 576 | 403 | 429 | 483 |
| Information (Item #17, or #22) | A. | +2 | 42 | 45 | 53 | 74 |
| | B. | +1 | 146 | 62 | 103 | 103 |
| | C. | 0 | 0 | 0 | 0 | 0 |
| | D. | -1 | --- | -14 | -23 | -12 |
| | E. | -2 | --- | -9 | --- | -2 |
| Totals | | | 188 | 84 | 133 | 163 |
| Interest (Item #18, or #23) | A. | +2 | 57 | 33 | 55 | 70 |
| | B. | +1 | 124 | 60 | 90 | 98 |
| | C. | 0 | 0 | 0 | 0 | 0 |
| | D. | -1 | -7 | -18 | -28 | -18 |
| | E. | -2 | --- | -7 | --- | -4 |
| Totals | | | 174 | 68 | 117 | 146 |
| Credibility (Item #19, or #24) | A. | +2 | 124 | 49 | 55 | 59 |
| | B. | +1 | 99 | 67 | 99 | 101 |
| | C. | 0 | 0 | 0 | 0 | 0 |
| | D. | -1 | --- | --- | --- | -11 |
| | E. | -2 | --- | -29 | --- | -5 |
| Totals | | | 223 | 87 | 154 | 144 |

TABULATION OF VALUE SCORES (continued)

| Evaluative Dimension | Response | Value Set | AU Review | | Commanders Digest | |
|--------------------------------------|----------|--------------|---------------|---------------|----------------------|---------------|
| | | | AFIT Score | USAF Score | AFIT Score | USAF Score |
| Familiarity (Item #25, or #30) | A. | 5 | 83 | 33 | 83 | 56 |
| | B. | 4 | 47 | 57 | 113 | 88 |
| | C. | 3 | 102 | 45 | 64 | 47 |
| | D. | 2 | 126 | 83 | 88 | 52 |
| | E. | 1 | 42 | 47 | 45 | 54 |
| | F. | 0 | 0 | 0 | 0 | 0 |
| Totals | | | 400 | 265 | 393 | 297 |
| Readership (Item #26, or #31) | A. | 4 | 29 | 38 | 88 | 82 |
| | B. | 3 | 196 | 97 | 158 | 154 |
| | C. | 2 | 57 | 141 | 101 | 133 |
| | D. | 1 | 88 | 49 | 60 | 35 |
| | E. | 0 | 0 | 0 | 0 | 0 |
| Totals | | | 370 | 325 | 407 | 404 |
| Information (Item #27, or #32) | A. | +2 | 93 | 53 | 44 | 30 |
| | B. | +1 | 65 | 58 | 89 | 78 |
| | C. | 0 | 0 | 0 | 0 | 0 |
| | D. | -1 | -7 | -13 | -8 | -12 |
| | E. | -2 | --- | -6 | --- | -5 |
| Totals | | | 151 | 92 | 125 | 91 |
| Interest (Item #28, or #33) | A. | +2 | 43 | 43 | --- | 24 |
| | B. | +1 | 79 | 60 | 60 | 73 |
| | C. | 0 | 0 | 0 | 0 | 0 |
| | D. | -1 | -7 | -16 | -37 | -16 |
| | E. | -2 | -14 | -5 | --- | -5 |
| Totals | | | 101 | 82 | 23 | 76 |
| Credibility (Item #29, or #34) | A. | +2 | 36 | 40 | 90 | 32 |
| | B. | +1 | 112 | 63 | 82 | 70 |
| | C. | 0 | 0 | 0 | 0 | 0 |
| | D. | -1 | --- | -16 | -25 | -15 |
| | E. | -2 | --- | -4 | --- | -5 |
| Totals | | | 148 | 83 | 147 | 82 |

TABULATION OF VALUE SCORES (continued)

| Evaluative Dimension | Response | Value Set | TIG Brief | |
|---------------------------|----------|--------------|---------------|---------------|
| | | | AFIT Score | USAF Score |
| Familiarity (Item #35) | A. | 5 | 227 | 214 |
| | B. | 4 | 132 | 179 |
| | C. | 3 | 99 | 74 |
| | D. | 2 | 117 | 61 |
| | E. | 1 | 20 | 24 |
| | F. | 0 | 0 | 0 |
| Totals | | | 595 | 552 |
| Readership (Item #36) | A. | 4 | 175 | 141 |
| | B. | 3 | 75 | 204 |
| | C. | 2 | 150 | 116 |
| | D. | 1 | 56 | 30 |
| | E. | 0 | --- | 0 |
| Totals | | | 456 | 491 |
| Information (Item #37) | A. | +2 | 76 | 87 |
| | B. | +1 | 76 | 96 |
| | C. | 0 | 0 | 0 |
| | D. | -1 | -19 | -10 |
| | E. | -2 | --- | -4 |
| Totals | | | 133 | 169 |
| Interest (Item #38) | A. | +2 | 40 | 45 |
| | B. | +1 | 64 | 94 |
| | C. | 0 | 0 | 0 |
| | D. | -1 | -26 | -24 |
| | E. | -2 | -38 | -8 |
| Totals | | | 40 | 107 |
| Credibility (Item #39) | A. | +2 | 115 | 97 |
| | B. | +1 | 110 | 92 |
| | C. | 0 | 0 | 0 |
| | D. | -1 | --- | -8 |
| | E. | -2 | --- | -3 |
| Totals | | | 225 | 178 |

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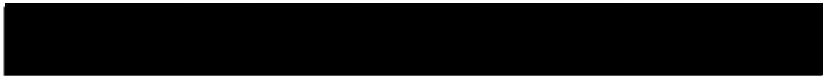
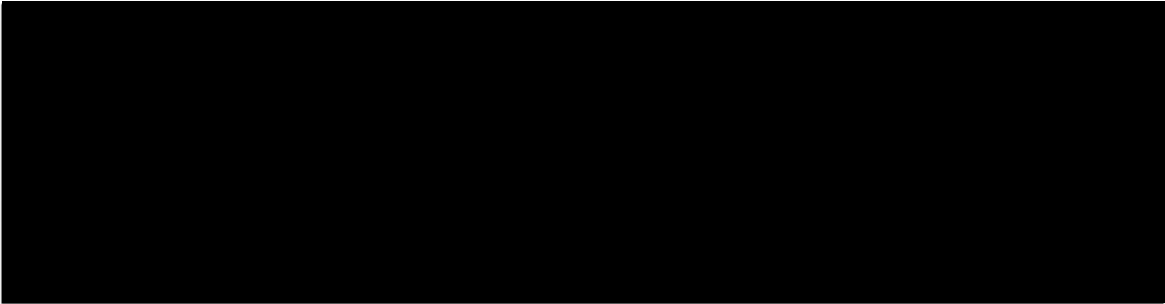
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VITA

Peter Anton Goubert [REDACTED]

[REDACTED] the son of Whitney Delnoce Goubert and Harold Vultee Goubert. He was graduated from Phillips Academy, Andover, Massachusetts, in 1950. Later that year, he enrolled in Duke University, Durham, North Carolina. As an undergraduate, he was elected to Beta Omega Sigma, wrote short stories and acted in dramatic productions. In 1954, he received the Bachelor of Arts degree, with a major in Writing, and a commission as a Second Lieutenant in the United States Air Force. After a three-year tour of duty with the Air Force in Harlingen, Texas; Paris, France; and Athens, Greece, he returned to civilian life as a stockbroker with the firm of W. E. Hutton & Co., Wall Street, New York City. In 1960, he decided on a military career and returned to active duty at Mather AFB, California, where he worked, successively, as a navigation flight instructor, general's aide, and developer of the original Space Navigation Course. In 1963, he was assigned as an exchange officer to Royal Canadian Air Force Station Winnipeg, Manitoba, where he wrote an instruction manual on the engineering principles of space flight, entitled Astronautics and published by the Queen's Printer. He

also lectured extensively across Canada on the subject of American and Russian space technology. Returning to the United States in 1966, he was assigned to the Eastern Test Range, Patrick AFB, Florida. There, he assisted in the planning and control of telemetric and photographic support by aircraft of Project Apollo and other space systems. In 1970, he was assigned to Naha AB, Okinawa, and, subsequently, to Clark AB, Philippines. During a three-year period, he flew more than 200 combat missions in South Vietnam and was appointed Director of Tactical Airlift at Headquarters, 13th Air Force. Now a Lieutenant Colonel, he is enrolled at The University of Texas at Austin to obtain a Master of Arts degree in Journalism under the sponsorship of the Air Force Institute of Technology. He was elected to Phi Kappa Phi in 1975. He



This thesis was typed by Terry's Typing Service.