1.0

1.1

1.25

4.5	2.8	2.5
5.0	3.2	2.2
5.6	3.6	
6.3	4.0	2.0

1.8

1.4   1.6

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attitudes and to provide feedback and rewards), and (e) communication processes (upward
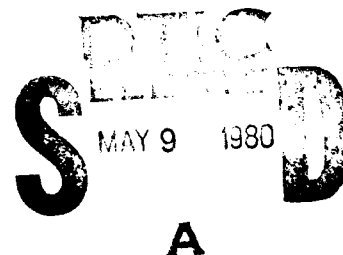
A CROSS-CULTURAL COMPARISON OF MANAGERIAL PRACTICES AND THEIR RELATIONSHIP TO ORGANIZATIONAL OUTCOME VARIABLES

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This study addressed the relationships between employee perceptions of organizational effectiveness and managerial, organizational, and satisfaction variables. Questionnaires designed to measure work center effectiveness, organizational climate, job characteristics, supervisory influence, managerial practices, job satisfaction, role stress, and work occurrences were administered to a sample of 1607 employees drawn from all hierarchical levels at four Public Works Centers (PWCs) in the U.S. (including Pearl Harbor); the PWC in Yokosuka, Japan; and the PWC at Subic Bay, PI. Results

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indicated that (1) managers and supervisors were generally more positive as to work center performance, management efficiency, and organizational character than were workers, (2) perceptions of management effectiveness are affected more by specific job-related concerns than they are by non-job-related managerial practices, (3) well defined job responsibilities and feelings of esprit de corps contribute most to employee satisfaction, and (4) employees are motivated by work occurrences that reflect personal concerns (e.g., feelings of accomplishment) and demotivated by those that reflect task-related concerns (e.g., equipment problems).

FOREWORD

This research and development was conducted in support of Exploratory Development Task Area ZF55.521.034 (Civilian Personnel Research and Development), Work Unit 03.02 (Evaluation of Civilian Personnel Management). The objective of this work unit is to identify and evaluate the managerial practices used in Navy organizations staffed primarily with civilians. The purpose of this study, which was conducted at six of the Navy's Public Works Centers (PWCs), was to determine how Navy civilian employees' perceptions of various aspects of the work environment differ across cultural and ethnic groups and across hierarchical levels. A better understanding of these differences should enable Navy planners and policymakers to improve civilian personnel management.

This is the third report published concerning this study. The first (TR 79-9) described the interrelationships between cultural and work-related values and attitudes with respect to organizational functioning. The second (TR 80-8) addressed the relationships between employee perceptions of role stress and individual, organizational, and environmental variables. This report addresses the relationships between employee perceptions of organizational effectiveness and managerial, organizational, and satisfaction variables. The fourth (and final) report will provide an executive summary of the previous findings.
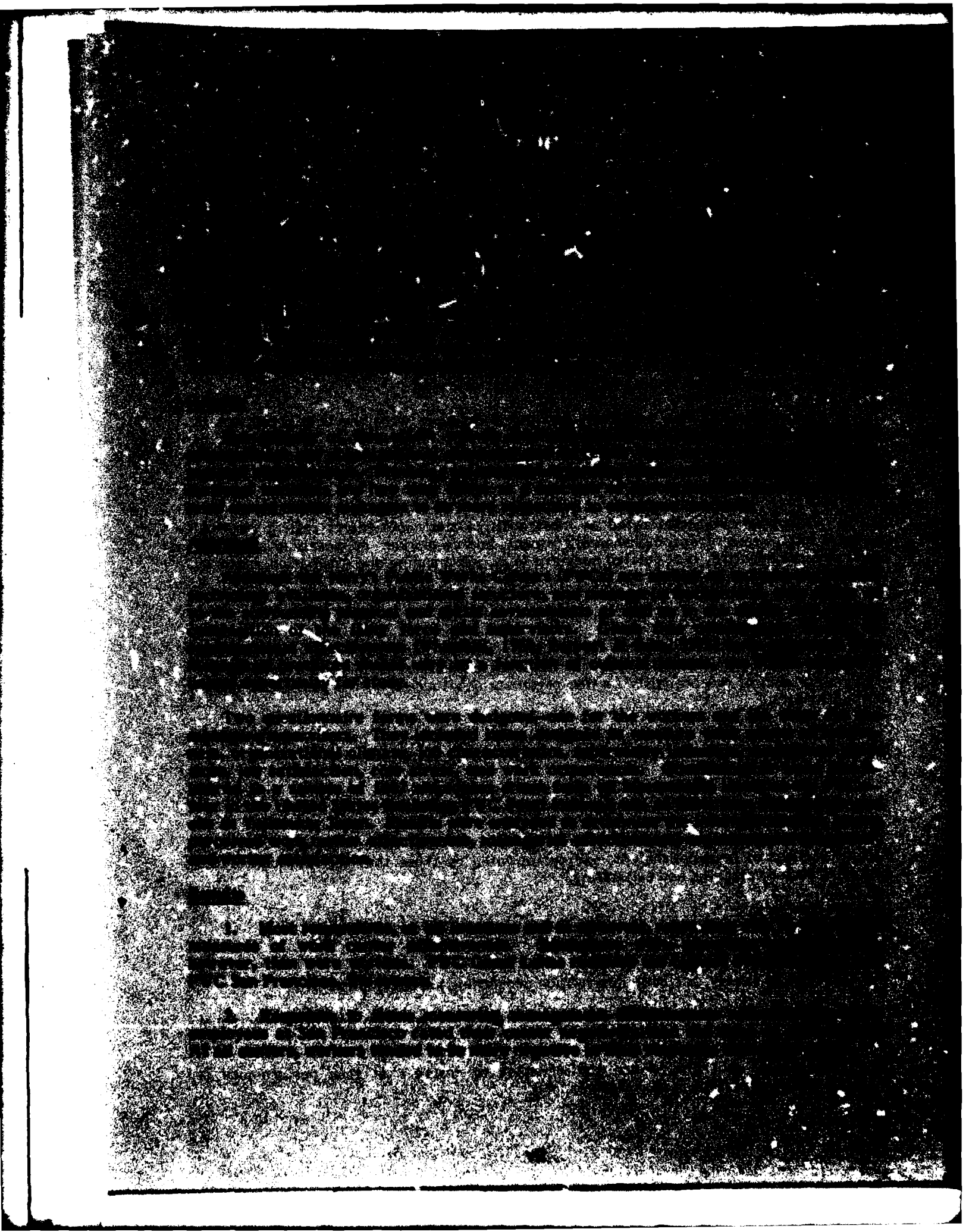
Although results of this report are primarily intended for use by the Navy Facilities Engineering Command, they may be applicable to other shore support activities under the Chief of Naval Material.

Appreciation is extended to the commanding officers of the PWCs and their staffs for their general support and cooperation. Special thanks are due to Mr. Bruce Kunkel for his assistance in analyzing the data for this study.

DONALD F. PARKER
Commanding Officer

4. ...

1. ...

2. Perceptions of management effectiveness as ...

3. ...

4. ...

Recommendations

Internal Communications:

1. Provide timely, accurate information concerning job ...

2. Provide supervisory training for interpersonal communications relations.

3. Establish accurate ... information ...

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INTRODUCTION

Problem

Because of the high cost of human resources, increasing pressure has been placed on Navy planners and policy makers to reduce manpower costs without undermining the Navy's goals and operational requirements. Thus, one of the major challenges facing the Navy today is to provide for more effective personnel management.

Recent research in the social and behavioral sciences has demonstated that cultural values influence employees' attitudes toward work, including their acceptance of managerial and supervisory styles (Barrett & Bass, 1970, 1976). Since the Navy operates shore facilities around the world and employs people of many racial and ethnic groups, it is likely that the attitudes and perceptions of work force personnel differ considerably across facilities. Thus, Navy personnel managers should consider specific employee attitudes and perceptions in establishing managerial and supervisory practices.

Purpose

The purpose of this effort was to examine employees' perceptions of managerial effectiveness and organizational character and to relate them to perceptions of organizational effectiveness. It was anticipated that providing managers with information about employee's perceptions of these organizational variables and how they differ as a function of center location and level within the organization could help them become more responsive to employee concerns and thus more effective.

Background

Comparative studies on organizational effectiveness have concluded that management practices should vary as a function of cultural factors. For example, Whitehill (1964) suggests that management's success will depend, in part, upon understanding the nature and impact of the cultural environment, which exerts a significant influence on worker attitudes and behavior. Moreover, Barrett and Bass (1976) contend that culturally-based values and attitudes have a pervasive effect on the acceptance of managerial and supervisory styles and on the nature of motivation and attitudes concerning work. Other organizational theorists (Shetty & Carlisle, 1975) have suggested a contingency model of management that maintains that management practices must be responsive to organizational issues such as structure, technology, and environmental differences specific to each organizational setting, as well as to individual factors such as attitudinal and motivational variables.

APPROACH

Organization Studied

The Navy Public Works Centers (PWCs), which provide engineering, maintenance (including rehabilitation construction), utilities, transportation, and housing to U.S. Navy customers within their geographic area, were chosen as the organizations in which to conduct this study. There are five PWCs within the continental United States (CONUS)—Great Lakes, Norfolk, Pensacola, San Diego, and San Francisco (Oakland),[1] and four others in the Pacific area—Guam, MI; Pearl Harbor, HI; Subic Bay, PI; and Yokosuka, Japan. Their annual operating budget ranges from $60 million to $120 million; and the number of persons employed, from 675 to 3400.

The Naval Facilities Engineering Systems Command (NAVFAC) is responsible for the operation of the PWCs. Thus, most of the policies governing the operations of each center are formulated by NAVFAC and are standardized. NAVFAC uses information and control systems so that PWC work activities can be centrally monitored and directed.

PWCs are almost identical as to tasks performed, available technology, organizational structure, and managerial background. To the extent that they service one large organization (i.e., the U.S. Navy shore estabishment), the nature of their work and the means to accomplish it are consistent across sites. Structurally, each consists of four major hierarchical levels: (1) top management, consisting of officers from the Navy's Civil Engineering Corps, (2) middle management, consisting of civilian department heads, (3) several civilian supervisory levels, and (4) the civilian labor force. Except for the Center at Yokosuka, which has a number of Japanese department directors, top and middle managers are U.S. citizens, mostly Caucasian and male. The supervisory levels and the labor force, however, are made up of individuals from the community where the PWC is located. Thus, the similarities among organizations lie in their tasks, technology, organizational structure, and managerial background. Most of the differences are in the surrounding physical and social environments, as well as in the ethnic and cultural composition of the labor force and supervisors.

Sample

Six of the nine PWCs were included in the study. Of these, three were located within CONUS—San Francisco, Great Lakes, and Norfolk; and three, in the Pacific area—Pearl Harbor, Yokosuka, and Subic Bay. The Commanding Officers of these PWCs encouraged all managers and supervisors to participate; these personnel, in turn, selected a sample of the work force representative of all PWC departments. Initially, several interviews were conducted with managers and first-line supervisors. Questionnaires were then administered to 1607 employees from all hierarchical levels of the organization. The distribution of the final sample, which was drawn from all hierarchical levels of the organization, is shown in Table 1. Sample members' mean age and years with the PWC system are shown in Table 2.

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[1]The PWC at San Francisco was formed from several public works departments in June 1973.

Table 1

Distribution of Study Participants by Hierarchical Level

| Location | Hierarchical Level | | | | |
	Workers	Supervisors	Department Heads	Military	Total
San Francisco	159	42	11	8	220
Great Lakes	166	34	6	10	216
Norfolk	199	127	10	4	340
Pearl Harbor	123	98	6	4	231
Yokosuka	74	74	10	4	162
Subic Bay	259	163	12	4	438
Total	980	538	55	34	1607

Table 2

Sample Members' Mean Age and
Years with the PWC System

PWC	Workers	Supervisory and Managerial Personnel
Mean Age in Years		
San Francisco	44	46
Great Lakes	42	45
Norfolk	40	48
Pearl Harbor	46	49
Yokosuka	50	50
Subic Bay	39	47
Mean Years with the PWC System		
San Francisco	4	4
Great Lakes	8	8
Norfolk	8	15
Pearl Harbor	13	15
Yokosuka	22	19
Subic Bay	10	15

Survey Questionnaire

Two questionnaire forms were designed: one for the work force (Form A); and the other, for supervisory and managerial personnel (Form B) (See Appendices A and B). In many cases, questionnaire items were taken from scales previously used to measure the constructs of interest. Although the two forms were very similar, items that assessed attitudes toward supervision and control systems were included in Form A; and those that measured interdepartmental relations and various managerial practices, in Form B.

Questionnaire items of interest to this report are described below:[2]

1. **Demographics (D) (Items 1-12, A-3 and 1-13, B-3).** Items were included to obtain demographic characteristics (e.g., age, ethnic identification, and tenure) of individual sample members.

2. **Work Center Effectiveness (WCE) (Items 17-21, A-16 and B-14.** Respondents were asked to rate their center as to (a) overall performance, (b) productivity, (c) adaptability, (d) responsiveness, and (e) customer satisfaction.

3. **Organizational Climate (OC) (see footnote 2).** Items exploring climate dimensions were adapted from those developed by Campbell and Beaty (1971). These items assessed employees' perceptions of such organizational dimensions as climate, competence, flexibility, openness, status, and morale.

4. **Specific Job Characteristics (SJC) (see footnote 2).** These items were directed at characteristics particularly relevant to the PWC concerns, such as material handling, transportation, and equipment problems.

5. **General Job Characteristics (GJC) (see footnote 2).** These items, which are similar to those included by Jenkins, Nadler, Lawler, and Cammann (1975) in their Nature of the Job Scale, assessed employees' perceptions of the characteristics of tasks performed as part of their jobs. Such characteristics included variety, skills, autonomy, cooperation, independence, task feedback, meaningfulness, and pace control.

6. **Supervisory Influence (SI) (Items 32-51, A-23/24; 53-72, B-24).** Respondents were presented with a list of 10 supervisory duties (e.g., scheduling work, hiring or firing employees, and settling disagreements). Workers were asked to indicate how much influence they felt their supervisors did have and should have in specific areas; and supervisors, how much influence they felt they themselves had and should have in these areas.

7. **Managerial Practices (MP) (see pages A-18/19, B-16/18, B-21; B-25/26).** Respondents were asked to indicate how they felt managerial practices had affected such areas as: (a) flexibility (management's ability to adjust to the demands of the environment), (b) coordination (subsystems working together to facilitate goal attainment), (c) supervisory practices, (d) control system responsiveness (the ability to monitor

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[2]Since the items assessing any one construct are sometimes scattered within the questionnaire form rather than clustered in a specific part, the questionnaires provided in Appendices A and B are keyed to facilitate identification. For example, items pertaining to demographic characteristics are marked "D," while those pertaining to role stress are marked "RS."

attitudes and to provide feedback and rewards), and (e) communication processes (upward and downward).

8. <u>Job Satisfaction (JS) (Items 20-28, A-11/12; B-9/10</u>. All respondents were asked to indicate how satisfied they were with various job aspects (e.g., pay, security, chances for getting ahead).

9. <u>Role Stress (RS) (Items 29-43, A-12/13 and B-10/11</u>. Fifteen items were selected from the role stress scale developed by Rizzo, House, and Lirtzman (1970). Seven of these items related to role conflict; and eight, to role ambiguity.

10. <u>Work Occurrences; Productivity (Items 1-4, A-13/14, B-11/12</u>. Respondents were asked to respond to four open-ended questions on work occurrences/productivity. The two items of interest in this study asked respondents to list specific work occurrences that made them feel positively or negatively about working.

<u>Procedure</u>

Questionnaires were administered during the summer of 1977 to groups of approximately 5 to 25 workers or supervisory personnel (supervisors and managers) at the six PWC sites included in the study. Workers and supervisory personnel met separately to complete the questionnaires since (1) the two groups received different forms and (2) researchers felt that members of both groups would respond more candidly if they were not in the presence of persons from different levels. At the centers in Japan and the Philippines, questionnaires had been translated into Japanese and the Tagalog dialect respectively. Also, at all sessions held at these centers, translators were present to explain the purpose of the study, to give instructions, and to answer questions.

<u>Analyses</u>

1. Principal components factor analyses, using varimax rotation, were performed on responses to items assessing organizational climate (OC), specific job characteristics (SJC), general job characteristics (GJC), supervisory influence (SI), managerial practices, (MP), job satisfaction (JS), and role stress (RS) to reduce variables to a reasonable number.

2. Responses to items/factors measuring work center effectiveness, management effectiveness, and organizational characteristics were compared to determine whether response patterns differed across PWC locations and/or hierarchical level.

3. Analyses were performed to determine how supervisors' perceptions of managerial practices related to workers' perceptions of organizational effectiveness (as measured by responses to items assessing worker satisfaction, esprit de corps, and work center performance.

4. Multiple regressions were performed to determine which factors were the best predictors of organizational effectiveness, using intrinsic satisfaction or work center performance as the criterion.

5. Responses provided to questions on positive and negative work occurrences were analyzed to identify those that most contributed to positive or negative attitudes toward work.

RESULTS

Perceptions of Work Center Effectiveness

Table 3, which presents the percentages of PWC employees who responded positively ("very good" or "good") to the items measuring work center effectiveness, shows that (1) the majority of respondents, at all centers and at all levels, rated their PWC positively, and (2) supervisory personnel were generally more positive than were workers. At all centers, significantly more supervisors than workers responded positively to items measuring work center performance, productivity, and adaptability; at the three continental U.S. centers only, significantly more supervisors responded positively to the items on customer satisfaction. At the three overseas centers, more workers than supervisors responded positively to the items on customer satisfaction, and at Yokosuka only, more workers responded positively to the items on responsiveness. These differences, however, were not significant.

Although responses of workers and supervisors differed across centers, employees at PWC Great Lakes were consistently more positive than were those at PWC San Francisco. A posteriori tests showed that responses of employees of the two centers differed significantly (p < .05) on all five effectiveness measures.

Perceptions of Management Effectiveness

Management effectiveness was evaluated using responses to five questionnaire items: one relating to organizational climate (OC), two to managerial practices (MP), and two to specific job characteristics (SJC). The percentages of PWC employees who responded negatively to these items are also presented in Table 3. The items themselves are described below.

1. Respondents were asked to indicate, on a 5-point scale ranging from "To a great extent" to "Not at all," how well they felt managers and workers agree on supervisory practices (OC item 9, A-11, B-9). As shown, except for workers at San Francisco and Great Lakes, less than a third of the respondents felt that the two groups do not agree on supervisory practices (i.e., they responded "To a small extent" or "Not at all").

2. Respondents were asked to indicate, on a 5-point scale ranging from "Almost always" to "Never," the degree to which those in authority make prompt decisions or recommendations when problems arise (MP item 12, A-19, B-17). As shown, except for the workers at San Francisco and Great Lakes, less than 17 percent felt that managers fail to make decisions/recommendations promptly (i.e., they responded "Rarely" or "Never").

3. Respondents were asked to indicate, on a 5-point scale ranging from "Strongly Agree" to "Strongly Disagree," how much they agreed that their managers and supervisors set up interrelated jobs and work activities so that work flows smoothly (MP item 8, A-19, B-17). As shown, responses to this item differed considerably across PWCs. For example, 59.6 percent of workers and supervisors combined at San Francisco appeared to have difficulties with coordinating workflow (i.e., they responded "Disagree" or "Strongly disagree"), compared to 7.7 percent of those at Yokosuka. Workers were generally more critical of work flow than were supervisors, except for those at Subic Bay and Pearl Harbor, where this pattern was reversed.

4. Respondents were asked to indicate, on a 5-point scale ranging from "A great deal" to "None," how much time they felt workers spend waiting for material (SJC item

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Table 3

Responses of PWC Employees to Items Measuring Work Center and Management Effectiveness

Item	San Francisco		Great Lakes		Norfolk		Pearl Harbor		Yokosuka		Subic Bay	
	Workers	Supervisors and Managers	Workers	Supervisors and Managers	Workers	Supervisors and Managers	Workers	Supervisors and Managers	Workers	Supervisors and Managers	Workers	Supervisors and Managers
Percentages Responding Positively to Items Measuring Work Center Effectiveness												
Performance	62.4	83.9	83.4	98.0	74.6	94.0	73.2	77.0	60.3	84.7	62.4	77.3
Productivity	58.3	68.3	76.6	88.0	69.2	87.2	68.4	76.0	72.9	79.2	66.9	76.1
Responsiveness	52.3	65.0	73.9	82.0	61.1	87.2	68.1	81.7	83.3	79.0	71.6	75.6
Adaptability	48.7	69.5	75.3	92.0	65.3	89.0	60.2	77.9	80.8	81.8	67.6	71.0
Customer satisfaction (Items 17-21, A-16, B-16)	53.3	57.6	77.1	82.0	64.7	85.1	70.5	69.6	84.9	78.2	73.7	69.9
Percentages Responding Negatively to Items Measuring Management Effectiveness												
Management/workforce agreement on supervisory practice (OC) (Item 9, A-11, B-9)	38.5	25.9	34.2	21.3	23.2	5.3	21.4	10.8	17.2	8.8	23.9	10.1
Management's promptness in making decisions (MP) (Item 12, A-19, B-17)	29.2	6.8	24.0	6.4	16.4	6.4	16.4	9.3	14.0	4.7	10.5	3.5
Management's success in scheduling work (MP) (Item 8, A-19, B-17)	41.0	18.6	33.3	16.7	25.7	11.5	18.8	20.6	5.3	2.4	8.4	9.9
Time workers spend waiting for material (SJC) (Item 24, A-7; 27, B-6)	38.6	39.6	25.9	23.3	40.2	42.7	30.8	30.4	40.8	3.3	40.0	49.0
Amount of material waste (SJC) (Item 25, A-7; 28, B-6)	45.2	46.9	35.3	17.4	36.2	31.2	27.9	32.5	7.1	8.9	30.0	35.1

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24, A-7; 27, B-6). Except for those at Yokosuka, the percentages of workers and managers at all PWCs who responded negatively to this item (i.e., they responded "A great deal" or "Quite a bit") were similar.

5. Finally, respondents were asked to indicate, on a 5-point scale ranging from "A great deal" to "Not at all," how much material they see wasted at PWCs (SJC item 25, A-7; 28, B-8). Respondents from all centers, with the exception of Yokosuka, reported that a significant amount of material waste occurs (i.e., they responded "A great deal" or "Quite a bit").

Perceptions of Organizational Character

An indication of employees' perceptions of organizational character was inferred on an a priori basis, based on responses to items designed to measure organizational climate (OC), specific job characteristics (SJC), general job characteristics (GJC), and supervisory influence (SI). Table 4, which summarizes the results of the factor analyses performed on responses to these items, shows that five factors emerged for OC; four, for SJC; five (two for workers only), for GJC; and two, for SI. When analyses of variance (ANOVAs) were performed on these factors to determine whether responses patterns differed across PWC locations and/or levels, significant effects were obtained for six of them: problems (OC), openness (OC), esprit de corps (OC), material efficiency (SJC), reward contingencies (GJC), and supervisory influence in task matters (SI). The F values for these six factors are summarized in Table 5; and their mean factor scores, in Table 6. As shown, workers generally had more negative perceptions of organizational character than did supervisors or managers. They reported significantly more ethnic and theft problems, less openness in the organization, less accurate reward contingencies, and less supervisory influence in task matters than did supervisors and/or managers. Managers reported significantly less esprit de corps than did workers and supervisors.

With respect to location differences, employees at San Francisco and Subic Bay reported more ethnic and theft problems than did those at the other PWCs. Also, employees at the overseas centers reported significantly more esprit de corps and material efficiency than did their counterparts in the U.S., as well as a significantly stronger relationship between performance and rewards.

Relationship Between Organizational Effectiveness and Management Practices

In addition to assessing perceptions of organizational effectiveness and organizational character, it was of interest to determine how supervisors' perceptions of managerial practices (MP) related to measures of organizational effectiveness. As indicated previously, MP items were factor analyzed to reduce the variables to a reasonable number. The factors that emerged from the analysis performed on supervisors' responses to MP items, along with the items comprising them, are presented in Table 7.

In this analysis, the measures of organizational effectiveness were based on workers' responses to items designed to assess worker satisfaction (JS items 20-28, A-11/12; B-9/10), esprit de corps (OC items 10, 13, 15, A-4/5; B-4/5), and work center performance (WCE item 17, A-16, B-14). WCE items on productivity, adaptability, responsibility, and customer satisfaction were not included because they were highly corrected with the item on work center performance.

Means for each center were computed based on workers' responses to the items measuring esprit de corps, satisfaction, and performance. Next, centers with means that were significantly higher than the others were assigned to high-rated groups; and those

Table 4

Summary of Factor Analyses of Items Used to
Measure Perceptions of Organizational Character

Factor/Items	Factor Loading				
	I	II	III	IV	V

Organizational Climate

I. Problems

Problems between people of different ethnic backgrounds	.78	-.03	-.09	-.08	-.19
Ethnic problems hurt center performance	.76	-.06	-.07	-.11	-.19
Employee theft presents a problem	.30	.08	.07	-.08	.03
(Items 2, 3, 4, A-15 and B-13)					

II. Perceptions of Military Management

Military management's ability to deal with personnel	-.04	.77	.11	.21	.09
Military management's financial management skills	.01	.71	.07	.24	.08
Opinion of civilians toward military	.03	.59	.11	.13	.20
Necessity of military management for successful operation	.11	.58	.11	.04	.07
Effect of military management on up-and-down communication	.14	.57	.17	.09	.22
Opinion of military toward civilians	-.08	.56	.07	.22	.12
(Items 9-14, A-15/16 and B-13/14)					

III. Work Force/Management Agreement

Agreement on the way people are viewed	.00	.13	.77	.15	.14
Agreement on the way the world is viewed	.04	.06	.70	.05	.13
Agreement on individual value systems	-.01	.16	.70	.23	.18
Agreement on problems facing Public Works Centers	-.04	.18	.53	.24	.16
Agreement on supervisory practices	-.03	.20	.48	.35	.16
(Items 9-13, A-11 and B-9)					

IV. Openness

Supervisors willing to hear your problems	-.22	.07	.16	.57	.04
Workers confident in management's judgment	.04	.23	.30	.55	.29
Cooperation exists between departments	.02	.23	.16	.50	.33
Cooperative atmosphere among workers	-.12	.06	.12	.49	.30
Rating of job security	-.05	.18	.03	.46	.00
Individual judgment trusted on work matters	.02	.09	.04	.45	.05
Effectiveness of center with unexpected problems	-.11	.01	.12	.43	.14
(Items 3-7, 9, 12; A-4 and B-4)					

V. Esprit de Corps

Extent of esprit de corps	.03	.21	.24	.28	.55
Efficiency of Public Works Centers	.09	.24	.18	.34	.52
People goof off if not watched	-.12	.13	.12	.02	.30
(Items 10, 13, 15; A-4/5 and B-4/5)					

Specific Job Characteristics

I. Material Waste

Damaged material contributes to waste	.72	-.09	.03	.09	N/A
Wrong material delivered contributes to waste	.71	-.20	-.01	.09	N/A
Theft contributes to waste	.58	.06	.19	.16	N/A
Procedures for turning in material cause waste	.54	-.23	.18	.07	N/A
Stockpiling of material occurs	.46	.12	.31	.13	N/A
Material wasted at this Public Works Center	.44	.33	.38	.03	N/A
(Items 25-30, A-7; 28-33, B-6)					

II. Material Efficiency

Workers get the supplies they need	-.10	.59	-.00	-.03	N/A
Workers are successful at getting material	-.14	.58	.05	.08	N/A
The Material Department gets the material to the job site	-.11	.57	-.03	-.07	N/A
Equipment is safe	.07	.48	-.11	-.14	N/A
Vehicles are designed to do the job	.03	.47	-.03	-.27	N/A
Transportation is safe	.04	.46	-.13	-.44	N/A
(Items 21-23, 32, 34-35, A-7/8; 24-26, 34-35, 38, B-6/7)					

III. Manpower Waste

There are more workers than are needed on the job	.11	.04	.60	.04	N/A
There are times without enough work to keep busy	.09	-.04	.56	.06	N/A
Time spent in nonproductive activity	.26	-.27	.49	-.01	N/A
(Items 37, 38, 41, A-8; 40, 41, 44, B-7)					

IV. Vehicles

Frequency of vehicle breakdown	.10	-.15	.15	.63	N/A
How much better vehicles would increase production	.26	.01	-.06	.46	N/A
Safety of transportation	.04	.46	-.13	-.44	N/A
(Items 32-34, A-8; 35-37, B-7)					

Table 4 (Continued)

Factor/Items	Factor Loading				
	I	II	III	IV	V
General Job Characteristics					
I. Pay and Fringe Benefits					
Pay is fair considering others in industry	.68	-.09	.00	N/A	N/A
Pay is fair considering others in the organization (Items 6-7, A-10 and B-8)	.23	.03	.03	N/A	N/A
II. Job Challenge					
Job gives an opportunity for independence	.01	.37	.00	N/A	N/A
Job is significant and important (Items 14-15, A-6; 18-19, B-5)	-.01	.36	.04	N/A	N/A
III. Reward Contingencies					
Likelihood that one doing a bad job will be reprimanded	-.03	-.07	.52	N/A	N/A
Likelihood that one doing a good job will be rewarded (Items 4-5, A-10 and B-8)	.00	.05	.34	N/A	N/A
IV. Job Importance (Workers Only)					
Job requires high level skills	N/A	N/A	N/A	.62	.18
Job gives a feeling of accomplishment	N/A	N/A	N/A	.60	.14
Job requires cooperation with others	N/A	N/A	N/A	.54	.04
Job requires you to handle surprising situations	N/A	N/A	N/A	.34	.09
Job is crucial for many others' work (Items 1, 2, 6, 9, 12, A-5/6)	N/A	N/A	N/A	.47	-.06
V. Time Constraints (Workers Only)					
Frequently asked to do excessive amounts of work	N/A	N/A	N/A	.18	.60
Job permits no free time	N/A	N/A	N/A	.26	.35
Frequently interrupted for reasons unrelated to work (Items 2, 4, 5, A-5)	N/A	N/A	N/A	.03	.40
Supervisory Influence					
I. Supervisory Influence in Task Matters					
Supervisor's say in:					
Handling problems you face	.83	.12	N/A	N/A	N/A
How you do your work	.77	.15	N/A	N/A	N/A
Scheduling your work	.72	.13	N/A	N/A	N/A
What you do in an emergency	.66	.31	N/A	N/A	N/A
Settling disagreements (Items 32-34, 40, 41, A-23, B-24)	.59	.36	N/A	N/A	N/A
II. Supervisory Influence in Personnel Matters					
Supervisor's say in:					
Promoting people	.22	.78	N/A	N/A	N/A
Firing people	.15	.77	N/A	N/A	N/A
Hiring people	.24	.63	N/A	N/A	N/A
Pay raises (Items 35-38, A-23, B-24)	.10	.50	N/A	N/A	N/A

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Table 5

F-Ratios for Six Organizational Character Factors

	Grouping Variables		
Factor	Center Location (C) (df = 5,1589)	Hierarchical Level (L) (df = 2,1589)	(C x L) (df = 10,1589)
Problems (OC)	33.59**	6.98**	.70
Openness (OC)	7.63*	80.29**	1.84
Esprit de Corps (OC)	20.79**	6.20*	2.79
Material Efficiency (SJC)	33.59**	6.98**	.70
Reward Contingencies (GJC)	12.60**	19.78**	2.25*
Supervisory Influence in Task Matters (SI)	2.04	12.03**	2.84*

*p < .01
**p < .001

Table 6

Mean Factor Scores for Organizational Character
Factors in Performed ANOVA

Item	Problems (OC)	Openness (OC)	Esprit de Corps (OC)	Material Efficiency (SJC)	Reward Contingencies (GJC)	Supervisory Influence (Tasks) (SI)
By Hierarchical Level[a]						
Workers	-.07	.21	-.02	-.05	.08	.32
Supervisors	.08	-.27	-.01	-.03	-.16	-.46
Managers (Civilian and Military)	.24	-.64	.26	-.32	-.17	.78
By Center Location						
San Francisco	-.03	.03	.49	.01	.38	.26
Great Lakes	.34	.10	.09	.10	.02	-.06
Norfolk	.13	-.36	.17	.11	.10	-.14
Pearl Harbor	.15	-.09	.00	-.02	.13	-.01
Yokosuka	.63	.10	-.48	-.15	-.20	-.05
Subic Bay	-.57	.22	-.25	-.17	-.27	.02

Note. The lower the score, the more the attribute exists.

[a]Values not differing significantly across levels as indicated by Duncan's Multiple Range Tests are underlined.

Table 7

Summary of Factor Analysis of
Managerial Practices Items

Factor/Item	Factor Loading					
	I	II	III	IV	V	VI
I. Flow of Communication						
Suggestions made to top management receive fair evaluation	.69	-.27	.05	.04	.08	.01
Management is interested in ideas from below	.69	-.15	-.03	.04	.12	-.04
Communication flows up and down	.66	-.19	.06	.12	.15	-.07
Management sets up work to flow smoothly	.56	-.12	-.04	.25	.21	-.14
Supervisors are rewarded for helping subordinates with skills	.52	.02	.09	.11	.12	-.02
Those in authority make prompt decisions to problems	.52	-.11	-.01	.09	.22	-.12
Good ideas don't go up because management is not approachable	-.52	.46	.04	.00	-.02	.04
Written documents are an important part of the job	.48	-.10	.05	.18	.24	-.07
You are encouraged to participate in decisions that affect you	.48	-.25	-.02	-.09	.15	.05
(Items 1, 5-7, B-16; 8, 11-12, 16-17, B-17; 20, B-18)						
II. Derogation of Workers						
Information is withheld from workers	-.23	.60	-.12	-.09	-.16	.14
Workers are blamed when things go wrong	-.17	.50	-.02	-.10	-.07	.03
Threats and punishments are used to get people to work	-.05	.46	.12	.09	-.01	.10
Small matters referred to higher-ups	-.09	.41	.10	.10	.13	.07
(Items 3, 4, B-16; 75, B-25, 87, B-26)						
III. Reporting System						
Necessary information is provided for reporting systems to operate	.14	-.00	.74	.04	.04	-.13
Reporting systems accurately reflect what is taking place on the job	.27	-.07	.63	-.01	.10	.03
The effect of PMS upon the amount of work	-.03	.15	.51	.01	-.06	-.13
Pressure is applied to avoid the use of overhead	-.11	.03	.49	.07	.09	.20
(Items 28-31, B-21)						
IV. Performance Standards						
Standards of performance are established in writing	.13	-.06	-.02	.69	.03	.02
Performance appraisals are based on written standards	.09	-.03	.08	.67	.03	-.06
Performance standards are established for your job	.13	.11	.02	.52	.30	-.06
(Items 18-19, B-17; 73, B-25)						
V. Proper Channels Followed						
Chain of command is followed in decision-making	.37	-.19	.04	.02	.63	.01
Going through the proper channels is required	.22	-.02	.05	.14	.58	.07
(Items 84, 86, B-26)						
VI. Supervision Bypassed						
Workers are given orders by those other than their immediate supervisor	-.08	.27	-.06	-.10	-.07	.71
Management bypasses levels below them in assigning work	-.36	.33	-.00	-.06	-.21	.45
(Items 9-10, B-17)						

with means that were significantly lower, to low-rated groups. Results are provided in Table 8, which shows that the three overseas PWCs received high ratings on esprit de corps and satisfaction; and the three PWCs in CONUS, low ratings. PWC San Francisco received low ratings on all three variables.

Table 8

Center Ratings on Organization Effectiveness Variables

Group	Variable		
	Esprit de Corps	Satisfaction	Performance
Highly Rated	Pearl Harbor Yokosuka Subic Bay	Pearl Harbor Yokosuka Subic Bay	Great Lakes Norfolk
Low Rated	San Francisco Great Lakes Norfolk	San Francisco Great Lakes Norfolk	San Fransisco Subic Bay
Moderately Rated	--	--	Pearl Harbor Yokosuka

To determine how the various managerial practices reported by supervisors related to the workers' perceptions of organizational effectiveness, an ANOVA was performed on each of the high- or low-rated groups, using the factor scores from the MP factors (Table 7) as dependent measures. Results are presented in Table 9, which shows that supervisors at PWCs rated high on esprit de corps and satisfaction (Pearl Harbor, Yokosuka, and Subic Bay) were more likely to report that workers were being derogated, reporting systems and performance standards were accurate, and supervision was often bypassed than were those at PWCs rated low on these variables (San Francisco, Great Lakes, and Norfolk). Also, supervisors at centers rated high on performance (Great Lakes and Norfolk) were less inclined than those at low-rated centers (San Francisco and Subic Bay) to believe that workers were being derogated and that reporting systems were accurate.

These findings are of interest for two reasons. First, employees at centers in CONUS were generally less satisfied and reported less esprit de corps than did those at the overseas centers. Second, the managerial practices that were related to performance were differentially related to satisfaction and esprit de corps. This suggests that changes in managerial practice (e.g., improving the accuracy of reporting systems) could increase worker satisfaction, while having no effect on work center performance.

Predictors of Organizational Effectiveness

Multiple regression analyses were performed to identify those factors that are most predictive of organizational effectiveness. As indicated previously, respondents were asked to rate their work center's performance (Item 17, A-16, B-14) and to indicate how satisfied they were with various aspects of the job (Items 20-28, A-11/12, B-9/10). The factor analysis performed on responses to the satisfaction items resulted in two factors-- intrinsic and extrinsic satisfaction (Table 10). In the multiple regression analyses,

Table 9

Means and F-Ratios for Managerial Practices
Factors by High and Low Rated PWCs

MP Factors	Mean Responses of Supervisors at:		F Ratios $(1,624)$
	Centers Rated High on Esprit de Corps and Satisfaction (N = 374)	Centers Rated Low on Esprit de Corps and Satisfaction (N = 352)	
Flow of Communication	-.19	-.14	.56
Derogation of Workers	.26	.49	14.45**
Reporting System	-.04	.13	6.50*
Performance Standards	-.06	.22	19.60**
Proper Channels Followed	-.26	-.16	3.20
Supervision Bypassed	.04	.18	6.00*
	Centers Rated High on Performance (N = 191)	Centers Rated Low on Performance (N = 240)	
Flow of Communication	-.17	-.11	.60
Derogation of Workers	.46	.20	13.35**
Reporting System	.14	-.10	9.72
Performance Standards	.14	.06	1.03
Proper Channels Followed	-.20	-.28	1.86
Supervison Bypassed	.13	.24	2.40

Notes.

1. The lower the score, the greater the attribute exists.

2. PWCs with moderate ratings were excluded from the analysis.

 *p < .01
**p < .001

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Table 10

Summary of Factor Analyses Performed
on Satisfaction Items

	Loading	
Factor/Item[a]	Factor I	Factor II
I. Intrinsic Satisfaction		
With chances to accomplish something	-.74	.17
With the opportunity to develop skills	-.63	.37
With recognition received	-.62	.30
With seeing results of your work	-.53	.06
With chances for getting ahead	-.49	.49
With respect received from co-workers	-.42	.24
II. Extrinsic Satisfaction		
With pay	.07	.54
With chances for getting ahead	.49	.49
With job security	.24	.52

[a]Items 20-28, A-11/12 and B-9/10.

intrinsic satisfaction factor scores or the work center performance score were used as the criterion of organizational effectiveness; and the scores for factors measuring organizational climate (OC), specific job characteristics (SJC), general job characteristics (GJC), supervisory influence (SI), and rate stress (RS), as the independent variables. The items comprising the OC, SJC, GJC, and SI factors are presented in Table 4; and those comprising the RS factors, in Table 11.

Results are provided in Table 12, which shows that the sets of factors predicting intrinsic satisfaction were very similar for workers and supervisors. For both groups, the two best predictors were esprit de corps (OC) and role ambiguity (RS). Both sets of factors produced a multiple correlation of .61, accounting for 37 percent of the variance.

When work center performance was used as the criterion of organizational effectiveness, however, a different pattern of predictors emerged. For both workers and supervisors, openness (OC) was the best predictor of performance. Other factors included in both sets were perceptions of problems, manpower waste, and supervisory influence in task matters. Interestingly, however, perceptions of role ambiguity and role conflict were predictive of perceived work center performance for workers but not for supervisors; and esprit de corps, for supervisors but not for workers. The multiple correlations for the sets of predictors for supervisors and for workers were .54 and .57 respectively, accounting for 29 and 32 percent of the variance. In general, the predictors of center performance seem to be task-related, and the predictors of satisfaction, personal-related.

Perceptions of Work Occurrences

A total of 1211 employees provided 3413 responses to the open-ended item concerning positive work occurrences; and a total of 1068 employees, 1989 responses to the item

Table 11

Summary of Factor Analysis on Role Stress Items

	Factor Loadings	
Factor/Item[a]	I	II
I. Role Ambiguity		
To what extent:		
Do you know exactly what is expected of you?	.68	-.07
Do you know what your responsibilities are?	.62	.01
Do you know that you have divided your time properly?	.58	-.04
Are explanations clear about what has to be done?	.57	-.13
Do you know if your work will be acceptable to your boss?	.54	.03
Do you feel certain about how much authority you have?	.52	.05
Do you feel certain about how you will be evaluated for a raise or promotion?	.47	.00
Are you given enough time to do what is expected of you on your job?	.35	-.32
II. Role Conflict		
To what extent:		
Do you receive assignments without the manpower to complete them?	-.00	.66
Do people ask you to do things on your job which get in the way of your work?	-.03	.62
Do you have to break the rules to get everything done on your job?	-.10	.57
Do you do things that are likely to be accepted by one person and not accepted by others?	-.02	.54
Does it seem like you have too much work for one person to do?	.11	.50
Is it difficult to satisfy everybody at the same time?	-.00	.45

[a]Items 29-43, A-12/13 and B-10/11.

Table 12

Simple and Multiple Correlations of Factors with
Intrinsic Satisfaction and Work Center Performance by Level

Factor	Simple β[a]	r	Multiple R
Intrinsic Satisfaction			
Workers (N = 980)			
Esprit de corps (OC)	.27	.40	.40
Role ambiguity (RS)	.10	.37	.50
Reward contingencies (GJC)	.11	.38	.53
Job challenge (GJC)	.17	.30	.56
Perceptions of military management (OC)	.20	.25	.58
Work force/management agreement (OC)	.17	.26	.60
Openness (OC)	.13	.31	.61
$(r^2 = .37)$			
Supervisors (N = 596)			
Role ambiguity (RS)	.25	.50	.50
Esprit de corps (OC)	.20	.34	.55
Perceptions of military management (OC)	.17	.31	.58
Job challenge (GJC)	.08	.35	.59
Work force/management agreement (OC)	.12	.21	.60
Openness (OC)	.11	.34	.61
$(r^2 = .37)$			
Work Center Performance			
Workers (N = 980)			
Openness (OC)	.21	.41	.41
Role ambiguity (RS)	.22	.38	.48
Role conflict (RS)	-.08	-.26	.52
Manpower waste (SJC)	-.09	-.25	.53
Supervisory influence in task matters (SI)	.13	.26	.55
Problems (OC)	-.11	-.17	.56
$(r^2 = .32)$			
Supervisors (N = 596)			
Openness (OC)	.36	.43	.43
Manpower waste (SJC)	-.10	-.24	.48
Problems (OC)	-.13	-.21	.51
Supervisory influence in task matters (SI)	.13	.28	.52
Esprit de corps (OC)	.14	.27	.54
$(r^2 = .29)$			

[a]All simple correlations are significant at p < .01.

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concerning negative work occurrences. Responses to the two questions were classified separately, following the procedure outlined by Barthol and De Mille (1969). In this procedure, all responses are randomly divided among three classifiers, who independently sort them into as many categories as they think appropriate. The classifiers then (1) pool their separate category schemes to produce a joint scheme and (2) sort the cards into that category scheme. Responses that do not fit are classified as "Miscellaneous." The categorized responses were then analyzed using the GURU computer program (Riedel & Dodson, 1976, 1977), which calculates the overall percentages of responses and of respondents that occur in each category. These data, which are presented in Appendix C, were used an an index of the importance of the categories.

The derived categories for the two items, listed in order of response frequency, are presented in Table 13; and examples of responses falling under the five top-ranked categories for each item, in Table 14. As shown in Table 13, over a third of the respondents reported that feelings of accomplishment contributed to positive feelings toward their work. This category, along with three other of the five top-ranked categories—respect/recognition, work group climate, and cooperation of co-workers—reflect the importance of personal, rather than task-related, concerns.

Job planning and estimating was the category most frequently cited as contributing to negative attitudes toward work. This category, along with two others in the five top-ranked negative response categories--material problems and equipment problems--deal with task-related concerns, while the other two--irresponsibility and co-worker attitudes--reflect interpersonal relations.

Finally, Table 15 lists those response categories that were ranked among the first five positive and the first five negative work occurrences by employees at different levels and locations. As shown, employees generally agreed that a feeling of accomplishment was the most important contributor to positive work attitudes; and job planning and estimating, to negative attitudes. Their opinions varied widely across centers and levels, however, as to other contributors to such attitudes.

DISCUSSION AND CONCLUSIONS

Criteria of Effectiveness

The finding that managers and supervisors generally hold more positive perceptions of work center effectiveness, management effectiveness, and organizational character than do workers may be because employees at higher levels have a greater sense of identification with the organization and feel more responsible for its success than do those at the work force level. As a result, they would be less likely to be critical of organizational functioning. Workers may be more likely to criticize, since they can attribute poor operation to their superiors (e.g., workflow is hampered by poor planning and scheduling). Also, managers and supervisors may have a wider view of organizational functioning than workers. Workers perceive the organization primarily through on-the-job experiences, while managers and supervisors get an overall view of the organization.

Employees at San Francisco, the center receiving the lowest ratings on work center and management effectiveness, reported the most problems with scheduling work and the greatest amount of material waste; while those at Great Lakes, the center receiving the highest ratings, reported the least time spent waiting on material. Employees at both of these centers reported disagreement between workers and managers on supervisory practices and felt decisions were not made promptly. These results suggest that specific job-related concerns affect perceptions of effectiveness more than non-task-related managerial practices.

Table 13

Categories Derived from Responses
to Questions Concerning Work Occurrences

Response Category	Response Frequency	Percent of Respondents (N = 1211)
Positive Occurrences (Item 1, A-13, B-11)		
1. Feelings of accomplishment	438	36.2
2. Respect/recognition	218	18.0
3. Work group climate	205	16.9
4. Tools/equipment/supplies	198	16.4
5. Cooperation of co-workers	189	15.6
6. Pay and fringe benefits	168	13.9
7. Well-planned time and manpower	160	13.2
8. Physical work environment	143	11.8
9. Problem solving/job challenge	141	11.6
10. Social aspects of the job	138	11.4
11. Respect and understanding between supervisors and subordinates	125	10.3
12. Liking the job	109	9.0
13. Independence	103	8.5
14. Customer relations	98	8.1
15. Good supervisor-subordinate relations	87	7.2
16. Use of skills/enjoy work content	80	6.6
17. Perceptions of competence between supervisors and subordinates	71	5.9
18. Job security	64	5.3
19. Training/skill development	60	5.0
20. Opportunity for involvement in decision-making	57	4.7
21. Safety on the job	55	4.5
22. Clearly defined task specifications	47	3.9
23. Negative comments	44	3.6
24. Miscellaneous	42	3.5
25. Interdepartmental relations	42	3.5
26. Personal responsibility	38	3.1
27. Personal factors	36	3.0
28. Chance for advancement	34	2.8
29. Respect and trust of co-workers	29	2.4
30. Job hours	27	2.2
31. Training others	27	2.2
32. Loyalty to and identification with the organization	25	2.1
33. Open communication between supervisors and subordinates	24	2.0
34. Competence of co-workers	24	2.0
35. Fair supervisors	21	1.7
36. Trust and confidence of supervisors	18	1.5
37. Health	11	0.9
38. EEO	10	0.8
39. Having something to do	7	0.6
Total	3413	

Table 13 (Continued)

Response Category	Response Frequency	Percent of Respondents (N = 1211)
Negative Occurrences (Item 2, A-14, B-12)		
1. Job planning and estimating	236	22.1
2. Material problems	153	14.3
3. Irresponsibility	151	14.1
4. Equipment problems	145	13.6
5. Co-worker attitudes	109	10.2
6. Favoritism	108	10.1
7. Lack of communication	104	9.7
8. Quality of work life	93	8.7
9. Abusive, inconsiderate supervisors	86	8.1
10. Incompetent employees	70	6.6
11. Transportation	56	5.2
12. Physical working conditions	55	5.1
13. Supervisors not doing their jobs	54	5.1
14. Supervisors' complaints about employees	49	4.6
15. Racism	42	3.9
16. Lack of cooperation	41	3.8
17. Red tape	40	3.7
18. Organizational problems	39	3.6
19. Civilian/military interface	39	3.6
20. Supervisors' lack of understanding for employees	37	3.5
21. Customers	36	3.4
22. General complaints against supervisors	33	3.1
23. Miscellaneous	30	2.8
24. Training	29	2.7
25. Time-job pressure	29	2.7
26. Lack of recognition	27	2.5
27. Safety	25	2.3
28. No problem	22	2.1
29. Unfair evaluations	21	2.0
30. Chain of command	20	1.9
31. Too much time spent for job	18	1.7
32. Salary	17	1.6
33. Rules and regulations	16	1.5
34. Inspections	15	1.4
35. Job changes	13	1.2
36. Interdepartmental problems	10	0.9
37. Sexism	8	0.7
38. Personal problems	8	0.7
39. Theft	6	0.6
40. Unions	5	0.5
41. Hostility toward researcher	2	0.2
Total	1989	

Table 14

Examples of Responses Falling Under the
Five Top-Ranked Response Categories

Response Category	Examples of Responses
Positive Occurrences	
1. Feelings of Accomplishment	Getting something impossible done on time. Doing a job well. Seeing good results. Knowing my job. Putting accepted beneficial ideas into action. Producing. Knowing I did a good job.
2. Respect/Recognition	Worker respect. Good word from my boss. Management notices good work I'm doing. Supervisors acknowledge my completed work and are pleased. Being thanked for doing work in a shorter time. Employee rewarded deservedly. Asked to do a "special" job.
3. Work Group Climate	Getting along with fellow employees. People help one another. High morale in work. Working in a friendly atmosphere. Good communication among workers. Sincere workers' attitudes. Friendly attitude of co-workers.
4. Tools/Equipment/ Supplies	Having all necessary tools and equipment. Fast procurement of materials. All materials are ready. Efficient tools and equipment. Complete parts and tools to use. Complete equipment and no equipment breakdown. Ready materials and transportation.
5. Cooperation of Co-workers	Working with people in my trade area. Helping others with advice, tools, work. Group achievement of success. Cooperative co-workers. Work together as a good working team. Working together. Receiving good support from fellow workers.

Table 14 (Continued)

Response Category	Examples of Responses
	Negative Occurrences
1. Job Planning and Estimating	Poor planning and wrong materials. Poorly written job orders and plans. Having to wait for supplies to finish a job. P&Es lack knowledge of trades and material. Lack manpower to accomplish the job on time. Last minute changes on job assignments. Being unable to complete first job before starting next.
2. Material Problems	Receiving wrong materials for a job. Waiting for material. Lack of material in storeroom. Wrong materials ordered for P&Es. Spend too much time hunting down material that should be stocked. Material not arriving on time. Bad or unsafe material.
3. Irresponsibility	Indifference others seem to take on the job. The "don't give a damn" attitude of some fellow workers. Co-worker asking me to perform a job that was assigned to him. Employees who constantly write personal letters and make phone calls on the government's time. When there are two working and two watching. People coming to work late. PWC workers blatantly goofing off.
4. Equipment Problems	No spares for commonly used parts and materials in shop. Ratio between equipment and personnel is 1:6. Bad equipment, sometimes completely inoperable. Misuse of equipment. Old equipment frequently breaking down. Waste time waiting during equipment breakdowns. Lack the right equipment and tools to do the job.
5. Co-worker Attitudes	Having to do work with someone who does not take pride in his work. Feeling of some that the world owes them a living. Negative attitudes of co-workers. To see someone cast blame unjustly on another. Fellow workers very critical of each other. Unconcerned and unfriendly attitudes of some co-workers. People who are all for themselves.

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Table 15

Derived Categories Ranked in the First Five
by Employees at Different Levels and Locations

Category	San Francisco			Great Lakes			Norfolk			Pearl Harbor			Yokosuka			Subic		
	W	S	M	W	S	M	W	S	M	W	S	M	W	S	M	W	S	M
Positive Work Occurrences																		
Feelings of accomplishment	1	1	1	1	1	1	1	1	1	1	1	1	4	1	1	2	2	3
Work group climate	2	2	2	2	2	—	3	3	4	—	5	—	5	3	3	—	—	—
Tools/equipment/supplies	—	—	—	—	—	—	—	—	—	3	—	—	1	—	—	1	3	—
Respect/recognition	—	4	5	—	—	5	—	2	3	—	—	2	—	—	5	3	1	2
Problem solving/job challenge	5	3	3	4	4	2	—	—	5	—	—	—	—	—	—	—	—	1
Cooperation of co-workers	—	—	4	—	—	—	—	—	—	2	4	—	2	—	4	5	5	5
Pay and fringe benefits	3	—	—	3	—	—	2	5	—	—	—	—	—	—	—	—	—	—
Social aspect of the job	—	—	—	5	5	—	4	4	—	—	2	4	—	—	—	—	—	—
Physical work environment	—	—	—	—	—	—	—	—	—	5	—	—	—	2	—	—	—	—
Customer relations	—	—	—	—	—	3	—	—	2	—	3	—	—	—	—	—	—	—
Well-planned time/man-power	4	—	—	—	3	—	—	—	—	—	—	—	5	—	—	—	4	—
Respect and understanding between supervisors and subordinates	—	5	—	—	—	—	—	—	—	—	—	—	3	4	—	4	—	—
Use of skills/enjoy work content	—	—	—	—	—	4	—	—	—	—	—	—	—	—	2	—	—	—
Liking of job	—	—	—	—	—	—	5	—	—	4	—	—	—	—	—	—	—	—
Opportunity for involvement in decision making	—	—	—	—	—	—	—	—	—	—	3	—	—	—	—	—	—	—
Interdepartmental relations	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	4
Perceptions of competence between supervisors and subordinates	—	—	—	—	—	—	—	—	—	—	—	—	—	5	—	—	—	—
Negative Work Occurrences																		
Job planning and estimating	2	1	1	1	1	1	4	2	3	3	1	1	1	1	1	3	1	1
Irresponsibility	—	2	2	5	2	3	5	1	1	—	3	—	—	5	—	—	—	—
Co-workers attitudes	—	—	3	—	5	4	3	5	—	5	2	4	2	3	3	—	—	—
Material problems	1	—	—	2	4	—	1	3	—	2	—	—	—	—	—	4	4	—
Equipment	3	—	—	4	—	—	2	4	—	1	—	—	—	—	—	2	3	—
Lack of communication	4	4	—	—	—	5	—	—	4	4	—	—	—	2	2	—	—	—
Supervisor's complaints about employees	—	—	4	—	—	2	—	—	—	—	—	—	—	—	—	—	5	3
Abusive, inconsiderate supervisors	—	—	—	—	—	—	—	—	—	—	—	—	4	—	—	1	2	—
Lack of cooperation	—	3	5	—	—	—	—	—	—	—	—	—	—	—	—	—	—	5
Quality of work life	—	—	—	—	—	—	—	—	—	—	—	3	3	4	—	—	—	2
Incompetent employees	—	—	—	—	—	—	—	—	—	—	—	—	5	5	—	—	—	4
Supervisors not doing their jobs	—	—	—	—	—	—	—	—	—	—	4	2	—	—	—	—	—	—
Favoritism	—	—	—	3	—	—	—	—	—	—	—	—	—	—	—	5	—	—
Organizational problems	—	—	—	—	3	—	—	—	—	—	—	—	—	—	—	—	—	—
Customers	—	—	—	—	—	—	—	—	2	—	—	—	—	—	—	—	—	—
Time-job pressure	—	—	—	—	—	—	—	—	—	—	—	—	—	—	4	—	—	—
Racism	—	—	—	—	—	—	—	5	—	—	—	—	—	—	—	—	—	—
Red tape	—	—	—	—	—	—	—	—	—	—	5	—	—	—	—	—	—	—
Civilian/military interface	—	5	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Incompetent supervision	5	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—

Note. W = Workers, S = Supervisors, M = Managers.

On indices of organizational character, employees at San Francisco reported the largest number of ethnic problems; and those at Great Lakes, the least. This is not surprising since the San Francisco center is characterized by an ethnically heterogeneous work force, while its management personnel are primarily Caucasian. At Great Lakes, the work force and management personnel are relatively homogeneous.

Employees overseas generally evaluated their centers more positively on indices of organizational character than did those in the U.S. They reported more esprit de corps, felt there was a stronger relationship between performance and rewards, and thought materials were more readily available than did those in the U.S. These results may be partially explained by the fact that employees overseas had generally worked within their organizations longer than had their U.S. counterparts (see Table 2). Longer service may contribute to greater feelings of commitment to and identification with the organizations, which in turn may lead to more positive perceptions of organizational character and greater satisfaction. Cause-effect relationships between these variables, however, cannot be determined. Alternatively, employees overseas may have different expectations concerning their work that may influence their reported job satisfaction.

Predictors of Organizational Effectiveness

The regression performed using intrinsic satisfaction as the criterion of organizational effectiveness showed that sets of predictors were similar for workers and supervisors. Although workers' and supervisors' job responsibilities differ markedly, role ambiguity and esprit de corps were the two best predictors of satisfaction at both levels. This suggests that well-defined job responsibilities and feelings of esprit de corps among co-workers contribute most to satisfaction for employees at all hierarchical levels.

In contrast, the regression performed to predict work center performance yielded somewhat different sets of predictors for workers and supervisory personnel. While openness of the organization was the best predictor at both levels, perceptions of role ambiguity and role conflict were related to center performance for workers only. It is not surprising that workers who feel unsure about how to do their job and receive conflicting assignments think this affects their on-the-job performance, whereas supervisors do not feel that pressures affecting them affect the performance of their work center. Pressures experienced by supervisors may be due to problems not directly related to work center performance.

Perceptions of Work Occurrences

The categories obtained from responses to the questions on work occurrences indicate that work motivators reflect personal concerns (e.g., feelings of accomplishment, work group climate, and respect/recognition); and demotivators, task-related concerns (e.g., planning and estimating, material and equipment problems). This finding is consistent with those of organizational theorists such as Herzberg, Mausner, & Synderman (1959), who found that factors that cause people to be motivated are not necessarily the same as those that cause them to be dissatisfied.

With respect to center and level comparisons, several interesting patterns emerged. First, feelings of accomplishment was rated as the most important positive category by workers at all U.S. centers, and tools/equipment/supplies was rated as most important by workers at Yokosuka and Subic Bay. Feelings of accomplishment was also rated first by all supervisors and managers at all U.S. centers and Yokosuka, and was considered as second or third in importance by those at Subic Bay. This finding is consistent with those found by Riedel, Sheposh, and Young (1979), in an earlier report in this series. Riedel et

al. found that, although the values held by managerial personnel at U.S. centers were similar to those held by managerial personnel at Yokosuka and Subic Bay, this was not the case for workers. A similar finding was obtained from the ANOVA performed on the organizational character factor scores (Table 6). Results showed that material concerns were far more important for workers at Yokosuka and Subic Bay than they were for any other groups. This convergence of structured and semistructured data provides interpretive strength for the results concerning employee perceptions of organizational issues.

Job planning and estimating was ranked as the most negative work occurrence by supervisors and managers at all centers except for those at Norfolk, who ranked irresponsibility as the most negative. This finding makes sense, since the majority of supervisors and managers work for the Maintenance Department and are responsible for coordinating successful job accomplishment in accordance with plans and estimates drawn up by planners and estimators.

It is also noteworthy that abusive, inconsiderate supervision was listed as an important demotivator for workers and supervisors at Subic Bay and for workers at Yokosuka, but it was not included in the top five demotivators for employees in the U.S. Also, supervisors in Subic Bay listed complaints about employees as an important demotivator. This conflict between workers and supervisors is consistent with the ethnic problems reported in Subic Bay, and suggests that these problems may influence perceived incompatibility between workers and supervisors.

As might be expected, managers, unlike workers and supervisors, did not report job-related problems (material and equipment) as demotivating factors; rather, they cited more general issues such as communication, employee relations, and organizational problems.

RECOMMENDATIONS

For improving managerial effectiveness:

1. Timely, accurate information should be provided about job accomplishment.

2. Supervisory training should be provided in job-related communication and in interpersonal relations. Supervisors should be able to provide clear directions and explain policies to workers. Also, since they are responsible for reporting results to management, they should be able to report efficiently. Interpersonal training is important, especially in overseas centers. Workers at both Subic Bay and Yokosuka reported absusive, inconsiderate supervision as an important demotivating factor.

3. Accurate reward contingencies should be established to ensure that good performance is rewarded and that poor performance is reprimanded. Since workers are generally motivated to gain their supervisor's approval, this should improve their perceptions of management's fairness, improve their performance, and reduce role ambiguity.

4. Since effective work planning and estimating was the most important factor demotivating employees, the following steps should be taken to improve management's role in this area:

a. Provide training for planners and estimators to ensure that they have the knowledge and skills required to do their jobs well.

b.   Provide planners and estimators with descriptions of proposed jobs that will enable them to prepare accurate job plans and estimates.

c.   Review standards for planning (e.g., the ratio of planning to productive hours) to determine if they are appropriate. Planners and estimators who feel pressured to meet unreasonable standards may produce a poorly written job plan or, where standards can be exceeded, use either unnecessary time to meet the standard or excess hours to meet the standards on another job. Planning schedules should be flexible, since the scope of, for example, a rehabilitation construction job may not be initially apparent.

For improving organizational character:

1.   Managers and supervisors should be encouraged to be receptive to workers' concerns. Workers need an avenue for expressing their complaints and suggestions, and they need to feel that their comments are taken seriously. Supervisors should be open to workers' questions, as well as to their time and labor-saving ideas.

2.   Workers' racial and ethnic concerns should be discussed during supervisory training. These concerns, if ignored, may impair center effectiveness.

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APPENDIX A

WORKER QUESTIONNAIRE (FORM A)

D	Demographics
OC	Organizational Climate
SJC	Specific Job Characteristics
POS	Perceptions of Supervisors
SI	Supervisory Influence
RS	Role Stress
GJC	General Job Characteristics
GJC(W)	General Job Characteristics (Workers Only)
MP	Managerial Practices
JS	Job Satisfaction
CV	Cultural Values
JV	Job Values
WCE	Work Center Effectiveness

NAVY PUBLIC WORKS CENTER ATTITUDE INVENTORY

FORM A

The purpose of this survey is to obtain information on the attitudes and opinions of Public Works Center employees regarding their work. It is anticipated that the results derived from your responses will be used to improve the quality of working life and productivity in the Navy Public Works Centers.

For this survey to be of value it is necessary that you be as frank and thoughtful as possible in responding to the items in this questionnaire.

Thank you for your cooperation.

PRIVACY ACT STATEMENT

Information concerning your opinions is requested under authority of 57 USC 301 as reflected in OPNAV Notice 5450 of 17 April 1975. This information will be used by NAVPERSRANDCEN to recommend methods of enhancing PWC effectiveness. The information provided will be combined with that provided by other individuals. Individual responses will not be made available to anyone. You are not required to provide this information; your participation is voluntary.

Developed by:

The Navy Personnel Research and Development Center
San Diego, California 92152

Please WRITE your answer in the space provided.

D   1. What is your job title (that which is listed on your position description)?

_____

D   2. What work center are you assigned to?_____

What is the code number?_____

D   3. How long have you worked in the PWC system?_____

D   4. How long have you worked at this Center?_____

D   5. Age _____

D   6. Are you an American citizen?_____If no, specify_____

D   7. How many dependents do you have? (Others who depend on your income for financial support)? _____

D   8. Have you ever served in the U. S. Armed Forces?_____

If yes, which branch?_____

How long did you serve?_____

CIRCLE the letter next to your answer.

D   9. Sex

A.   Male
B.   Female

D 10. The following is a list of ethnic backgrounds for people who work at PWCs. Please CIRCLE the one that comes closest to describing your ethnic background.

A.   Anglo-Saxon
B.   Black or Afro-American
C.   Mexican
D.   Native American Indian
E.   Filipino
F.   Samoan
G.   Chinese
H.   Japanese
I.   Hawaiian
J.   Mediterranean
K.   Slavic

D 11. What is your education level? (CIRCLE the highest grade completed)

A.   Some elementary school (grades 1 to 7)
B.   Completed elementary school (8 grades)
C.   Some high school (9 to 11 years)
D.   Graduated from high school or General Educational Development (GED)
E.   Some college or technical training beyond high school (1 to 3 years)
F.   Graduated from college or university (B.A., B.S., or other bachelor's degree)
G.   Some graduate school

D 12. How many more years do you plan to work before leaving or retiring from U.S. Government employment? (CIRCLE your answer)

A.   Less than five years
B.   6-10
C.   11-15
D.   16-20
E.   21 years or more

The following group of items are general questions about working at this PWC. Please CIRCLE the letter in front of the best answer to each item.

OC   1. To what extent do rules and regulations interfere with how well you do your job?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

GJC   2. To what extent does your job require full use of your skills and abilities?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

OC Openness   3. To what extent is your individual judgment trusted on work matters?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

OC Openness   4. To what extent does cooperation exist between departments at this Center?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

OC Openness   5. To what extent does a cooperative atmosphere exist among people you work with?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

OC Openness   6. How effective is your work center in overcoming unexpected problems?

   A. Exceptionally resourceful
   B. More resourceful than most
   C. Usually overcomes difficulties
   D. Somewhat set back by obstacles
   E. Frequently stumped by obstacles

OC Openness   7. To what extent do workers have confidence in management's judgment?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

OC   8. In this Center about the only source of information on important matters is the grapevine (rumor).

   A. Strongly agree
   B. Agree
   C. Not sure
   D. Disagree
   E. Strongly disagree

OC Openness   9. To what extent is your immediate supervisor willing to listen to your problems?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

OC Esprit de Corps   10. Do people who work here "goof off" if they are not watched?

   A. Almost no one "goofs off"
   B. A few "goof off"
   C. About half "goof off"
   D. A lot "goof off"
   E. Almost everyone "goofs off"

OC   11. To what extent do you have to "toe the line" at this Center?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

OC Openness   12. How do you rate your job security in working for this PWC?

   A. Very secure
   B. Somewhat secure
   C. Don't know
   D. Somewhat insecure
   E. Very insecure

A-4

OC
Esprit
de
Corps

13. To what extent is there an esprit de corps (workgroup pride) among the employees at this PWC?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC

14. Which of the following is most important in getting promoted?

A. Seniority
B. Competence or ability
C. Personal relationships
D. The department you're in
E. Work output

OC

15. How would you describe this PWC?

A. Very efficient
B. Efficient
C. Moderately efficient
D. Not very efficient
E. Totally inefficient

OC

16. This PWC is:

A. Very up-to-date
B. Up-to-date
C. Moderately up-to-date
D. Old fashioned
E. Very old fashioned

The following group of questions deal with specific parts of your job. Please CIRCLE the letter in front of the best answer to each item.

GJC(w)
Job
Performance

1. Your job requires you to be prepared to handle surprising or unpredictable situations.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

GJC(w)
Time
Constraints

2. You are frequently interrupted for nonwork-related reasons.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

GJC(w)

3. Your job allows you to determine your own work pace.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

GJC(w)
Time
Constraints

4. You are frequently asked to do excessive amounts of work.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

GJC(w)
Time
Constraints

5. This job permits no free time.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

GJC(w)
Job
Performance

6. Doing this job gives me a feeling of accomplishment.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

GJC(w)

7. Workers in this work center have good working conditions.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

GJC(w)

8. The job requires me to use a number of complex or high-level skills.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

A-5

GJC 9. The job requires a lot of coopera-
(w) tive work with other people.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

GJC 10. The job can be done adequately by
(w) a person working alone — without
talking or checking with other
people.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

11. The supervisors on this job hardly
ever give me any "feedback" about
how well I am doing in my work.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

GJC 12. This job is one where a lot of other
(w) people can be affected by how well
the work gets done.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

GJC 13. The job denies me any chance to use
(w) my personal initiative or judgment
in carrying out the work.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

GJC 14. The job gives me considerable op-
Job portunity for independence and
Challenge freedom in how I do the work.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

GJC 15. The job itself is significant and
Job important in the broader scheme of things.
Challenge

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

16. To what extent are you satisfied with
this job?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

17. To what extent do you feel a very high
degree of personal responsibility for
the work you do on this job?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

18. To what extent do you personally care
how well the job gets done.

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

19. To what extent do differences in
language hinder getting the job done?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

GJC 20. To what extent are you hindered from
(w) doing a good job by poor equipment
or lack of equipment?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

SJC 21. How safe is the equipment which is supplied to you?
Material

A. Very safe
B. Quite safe
C. Moderately safe
D. Unsafe
E. Very unsafe
F. Not sure

SJC 22. In general you get the material and supplies you need to do the job.
Material

A. Strongly agree
B. Agree
C. Not sure
D. Disagree
E. Strongly disagree

SJC 23. To what extent do people in the Material Department get the proper material to the job site?
Material

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Not sure

SJC 24. How much time do you spend on the job waiting for material to arrive?

A. A great deal
B. Quite a bit
C. Some
D. Little
E. None
F. Not sure

SJC 25. How much material do you see being wasted at PWC?
Material
Waste

A. A great deal
B. Quite a bit
C. Some
D. Little
E. None
F. Not sure

SJC 26. To what extent does difficulty in turning materials back in contribute to material waste in this PWC?
Material
Waste

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Not sure

SJC 27. To what extent does damaged material delivered contribute to material waste in this PWC?
Material
Waste

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Not sure

SJC 28. To what extent does having the wrong material delivered contribute to material waste in this PWC?
Material
Waste

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Not sure

SJC 29. To what extent does theft contribute to material waste in this PWC?
Material
Waste

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Not sure

SJC 30. To what extent does stockpiling of material (goldpiling) occur in this PWC?
Material
Waste

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Not sure

SJC 31. How successful are you in getting material you need in a squeeze or emergency?
Material

A. Very successful
B. Quite successful
C. Somewhat successful
D. Not very successful
E. Not at all successful
F. Not sure

SJC 32. Rate the transportation you use on its safety.
Material

A. Very safe
B. Reasonably safe
C. Not sure
D. Slightly unsafe
E. Very unsafe

SJC 33.
Vehicles
How frequently do you experience vehicle breakdown?

A. Very frequently
B. Frequently
C. Occasionally
D. Seldom
E. Almost never
F. Not sure

SJC 34.
Vehicles
How much would better vehicles increase PWC productivity?

A. A great deal
B. Quite a bit
C. Some
D. Little
E. There would be no increase
F. Not sure

SJC 35.
Vehicles
The vehicles provided are designed and/or equipped to do the job.

A. Strongly agree
B. Agree
C. Not sure
D. Disagree
E. Strongly disagree

SJC 36.
In general, when PWC employees use PWC vehicles they are treated with care.

A. Strongly agree
B. Agree
C. Not sure
D. Disagree
E. Strongly disagree

SJC 37.
Manpower
Waste
How frequently are there times when there isn't enough work to do?

A. Very frequently
B. Frequently
C. Occasionally
D. Seldom
E. Almost never
F. Not sure

SJC 38.
Manpower
Waste
How frequently are there more workers than needed to accomplish the work scheduled?

A. Very frequently
B. Frequently
C. Occasionally
D. Seldom
E. Almost never
F. Not sure

SJC 39.
How frequently do you find that there is more work scheduled than can be accomplished as scheduled?

A. Very frequently
B. Frequently
C. Occasionally
D. Seldom
E. Almost never
F. Not sure

SJC 40.
Our work center's workload is fairly constant from day to day.

A. Strongly agree
B. Agree
C. Not sure
D. Disagree
E. Strongly disagree

SJC 41.
Manpower
Waste
In general, how much time do you see being spent in nonproductive activity in the PWC?

A. A great deal
B. Quite a bit
C. Some
D. Little
E. Very little
F. Not sure

42.
In general, which area do you see as causing the most problems for work getting done in your work center?

A. Material
B. Equipment
C. Transportation
D. Do not know

SJC 43.
How much more do you think most people in your work center could produce if they wanted to?

A. A great deal more
B. Quite a bit more
C. Moderately more
D. A little more
E. People are producing as much as possible

44.
If you think that there is time wasted at this PWC, list the major reasons you think cause this waste.

_____
_____
_____
_____
_____

The following questions are about your supervisor. Please CIRCLE the letter in front of the best answer to each question.

1. To what extent does your supervisor encourage you to participate in important decisions?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

2. To what extent does your supervisor stand up for you or support you?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

3. To what extent does your supervisor see to it that you know what has to be done?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

4. To what extent does your supervisor help you solve work-related problems?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

5. To what extent does your supervisor demand that you do high quality work?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

6. To what extent does your supervisor do a good job of judging your performance?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

7. To what extent is your supervisor competent?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

8. To what extent is your supervisor biased on the basis of race?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

9. To what extent does your supervisor show favoritism?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all

10. How well does your supervisor know the technical parts of his or her job?

    A. Knows them very well
    B. Knows them quite well
    C. Knows them somewhat
    D. Doesn't know much
    E. Knows nothing

11. How well does your supervisor know the administrative parts of his or her job?

    A. Knows them very well
    B. Knows them quite well
    C. Knows them somewhat
    D. Doesn't know much
    E. Knows nothing

12. To what extent does your supervisor help you develop your skills?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all

13. To what extent does your supervisor praise good work?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all

14. To what extent does your supervisor keep poor performers from getting rewarded?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all

The following group of questions deal with the personal feelings you have about your day-to-day work. Please CIRCLE the letter in front of the best answer to each item.

1. How important is your job to you compared with other interests in your life?   *GJC Reward Contingencies*

    A. My job is <u>much more</u> important than my other interests.
    B. My job is <u>somewhat more</u> important than my other interests.
    C. My job is <u>somewhat less</u> important than my other interests.
    D. My job is <u>much less</u> important than my other interests.

2. If I had the chance, I would take a different job within this organization.

    A. Strongly agree
    B. *Agree*
    C. Not sure
    D. Disagree
    E. Strongly disagree

3. I would like to look for a new job in the next year.

    A. Definitely
    B. I might
    C. Not sure
    D. I doubt it
    E. Definitely not

GJC Reward Contengencies 4. How likely is it that a person who does a good job will be rewarded?

    A. Extremely likely
    B. Likely
    C. Somewhat likely
    D. Unlikely
    E. Extremely unlikely

5. How likely is it that a person who does a poor job will be reprimanded?

    A. Extremely likely
    B. Likely
    C. Somewhat likely
    D. Unlikely
    E. Extremely unlikely

GJC Pay & Fringe Benefits 6. My pay is fair considering what other people in this organization are paid.

    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

GJC Pay & Fringe Benefits 7. *My pay is fair considering what people in similar jobs in private industry are making.*

    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

GJC 8. The fringe benefits for working at a PWC are better than one would get in private industry.

    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

		To a very great extent (A)	To a great extent (B)	To some extent (C)	To a small extent (D)	Not at all (E)

To what extent do management and the local workforce agree on the following issues:

(CIRCLE one letter on each line for your answer)

OC Work-force/Manage-ment Agree-ment

		(A)	(B)	(C)	(D)	(E)
9.	Supervisory practices	A	B	C	D	E
10.	Problems facing this PWC	A	B	C	D	E
11.	Individual value systems	A	B	C	D	E
12.	The way the world is viewed	A	B	C	D	E
13.	The way people are viewed	A	B	C	D	E

From the following list, please WRITE in the spaces provided the three MOST IMPORTANT and three LEAST IMPORTANT items in terms of their importance to you on your job.

Most Important

14. _____
15. _____
16. _____

JV

Least Important

17. _____
18. _____
19. _____

A. Respect from coworkers
B. Feeling of accomplishment
C. Pay
D. Chances for getting ahead
E. Job security
F. Opportunity to develop your skills
G. Recognition
H. *Seeing the results of your work*
I. Having a job you don't take home

JS Intrinsic 20. How satisfied are you with the respect you receive from the people you work with?

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied

JS Intrinsic 21. How satisfied are you with the chances you have to accomplish something worthwhile?

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied

JS Extrinsic 22. How satisfied are you with the amount of pay you get?

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied

JS Intrinsic 23. How satisfied are you with your chances for getting ahead in this PWC?

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied

JS Extrinsic 24. How satisfied are you with the amount of job security you have?

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied

JS 25. How satisfied are you with the
Intrinsic opportunity to develop your skills
and abilities?

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied

JS 26. How satisfied are you with
Intrinsic recognition for doing the job?

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied

JS 27. How satisfied are you with seeing
Instinsic the results from your work?

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied

JS 28. How satisfied are you with having
a job you don't take home?

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied
F. I do take work home

RS 29. To what extent do you work under
Conflict conflicting policies and guidelines?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 30. To what extent do you receive
Conflict assignments without the manpower
to complete them?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 31. To what extent do you do things that
Conflict are likely to be accepted by one person
and not accepted by others?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 32. To what extent do you know if your
Ambiguity work will be acceptable to your boss?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 33. To what extent is it difficult to satisfy
Conflict everybody at the same time?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 34. To what extent do you have to break
Conflict rules to get everything done on your job?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 35. To what extent do people ask you to do
Conflict things on your job which get in the way
of your work?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 36. To what extent do you feel certain about
Ambiguity how much authority you have?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 37. To what extent do you know what
Ambiguity your responsibilities are?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 38. To what extent do you feel certain
Ambiguity about how you will be evaluated for
a raise or promotion?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 39. To what extent do you know exactly
Ambiguity what is expected of you?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 40. To what extent do you know that
Ambiguity you have divided your time properly?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 41. To what extent are explanations clear
Ambiguity about what has to be done?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 42. To what extent are you given
Ambiguity enough time to do what is expected of
you on your job?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 43. To what extent does it seem like you
Conflict have too much work for one person to do?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

44. To what extent are the performance
standards on your job too high?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

Each of the next four questions is followed by five answer spaces. Please WRITE your answers in the spaces provided for each question.

1. What are some of the specific things which occur at work that make you feel good about working?

A. _____

_____

B. _____

_____

C. _____

_____

D. _____

_____

E. _____

_____

A-13

2. What specific kinds of things occur at work that turn you off, frustrate you or make you angry?

   A. _____
   _____

   B. _____
   _____

   C. _____
   _____

   D. _____
   _____

   E. _____
   _____

3. If you had your way and could do anything, what things would you do to make your work life better?

   A. _____
   _____

   B. _____
   _____

   C. _____
   _____

   D. _____
   _____

   E. _____
   _____

4. If you had your way and could do anything, what things would you do to improve the productivity of this PWC?

   A. _____
   _____

   B. _____
   _____

   C. _____
   _____

   D. _____
   _____

   E. _____
   _____

Please CIRCLE the letter in front of the best answer for each item.

OC 1. Overall, what effect do unions have on the PWC operation?

A. Very positive
B. Positive
C. No effect
D. Negative
E. Very negative
F. No opinion

OC Problems 2. To what extent does employee theft present a problem at your PWC?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC Problems 3. To what extent do you think there are problems between people of different ethnic backgrounds in your work center?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC Problems 4. To what extent do problems between people of different ethnic backgrounds hurt your work center's performance?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

5. In what way do you think "command interest" jobs affect productivity at this PWC?

A. Greatly increase productivity
B. Slightly increase productivity
C. Do not affect productivity
D. Slightly decrease productivity
E. Greatly decrease productivity
F. Do not know

6. To what extent is the "command interest" category abused?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Do not know

7. To what extent does work on "command interest" jobs interfere with everyday work accomplishments?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Do not know

OC 8. What effect does military turnover have on the effectiveness of this PWC?

A. Very positive
B. Positive
C. No effect either way
D. Negative
E. Very negative
F. Do not know

OC Perceptions of Military Management 9. What effect does military management have on vertical communications both up and down?

A. Communications are improved greatly
B. Communications are improved to some extent
C. There is no effect on communications
D. Communications are hampered slightly
E. Communications are hampered greatly
F. Do not know

OC Perceptions of Military Management 10. In general, the opinion of military toward civilians is:

A. Very high
B. High
C. Neutral
D. Low
E. Very low

OC 11. In general, the opinion of civilians
Perceptions toward the military is:
of Military
Management A. Very high
B. High
C. Neutral
D. Low
E. Very low

OC 12. Overall, rate military manage-
Perceptions ment in terms of their ability
of Military to deal with personnel matters.
Management
A. Very good
B. Good
C. Fair
D. Poor
E. Very poor
F. No opinion

OC 13. Overall, rate the military manage-
Perceptions ment in terms of their financial
of Military management skills.
Management
A. Very good
B. Good
C. Fair
D. Poor
E. Very poor
F. No opinion

OC 14. To what extent do you see military
Perceptions management as being necessary for
of Military the successful operation of this PWC?
Management
A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC 15. In general, most people who work for
this PWC like to work overtime.

A. Almost always
B. Often
C. Sometimes
D. Rarely
E. Never

OC 16. In general, overtime is distributed fairly
among employees.

A. Almost always
B. Often
C. Sometimes
D. Rarely
E. Never

WCE 17. In general, rate your work center in
terms of how well it does its job.

A. Very good
B. Good
C. Fair
D. Poor
E. Very poor

Rate your work center in terms of how well it does in the following areas:	Very Good (A)	Good (B)	Fair (C)	Poor (D)	Very Poor (E)
	(CIRCLE one letter on each line for your answer.)				
18. Productivity—amount and quality of work accomplished for money and time spent.	A	B	C	D	E
WCE 19. Responsiveness—ability of PWC to start and complete work quickly.	A	B	C	D	E
20. Adaptability—ability to meet changing conditions and demands.	A	B	C	D	E
21. Customer Satisfaction—extent to which customers are satisfied with PWC performance.	A	B	C	D	E

The following group of items deal with your feelings about life in general. Please CIRCLE the letter in front of the best answer for each item.

1. Obedience and respect for authority.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

2. Working hard to improve the prestige and status of one's group.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

3. Getting recognition for one's achievements.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

4. Prestige. To become well-known to obtain recognition, awards or high social status.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

5. Wealth. To earn a great deal of money.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

6. Security. To achieve a secure and stable position in work and financial situation.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

7. Self-realization. To get the most from one's personal development.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

8. Duty. To dedicate oneself totally to ideals and principles.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

9. Pleasure. To enjoy life, to be happy and content, to have the good things in life.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

From the following list, please write in the space provided the four MOST IMPORTANT and four LEAST IMPORTANT things for a person to be.

Most Important

10._____
11._____
12._____
13._____

CV

Least Important

14._____
15._____
16._____
17._____

A.   Ambitious
B.   Open-minded
C.   Capable
D.   Forgiving
E.   Helpful
F.   Cheerful
G.   Clean
H.   Courageous
I.   Honest
J.   Independent
K.   Self-disciplined
L.   Intelligent
M.   Loving
N.   Obedient
O.   Responsible
P.   Polite

Please CIRCLE the letter in front of the best answer to each question.

1. Are you encouraged to participate in decisions that affect you?

   A.   To a very great extent
   B.   To a great extent
   C.   To some extent
   D.   To a small extent
   E.   Not at all

2. Some people are given special privileges.

   A.   To a very great extent
   B.   To a great extent
   C.   To some extent
   D.   To a small extent
   E.   Not at all

3. When things go wrong it is the workers who are usually blamed.

   A.   Strongly agree
   B.   Agree
   C.   Not sure
   D.   Disagree
   E.   Strongly disagree

4. Information is withheld from workers, even though it is readily available and could help.

   A.   Almost always
   B.   Often
   C.   Sometimes
   D.   Rarely
   E.   Never

5. Good ideas don't get communicated upward because top management is not very approachable.

   A.   Strongly agree
   B.   Agree
   C.   Not sure
   D.   Disagree
   E.   Strongly disagree

6. How frequently are suggestions made to top management

   A.   Very frequently
   B.   Frequently
   C.   Occasionally
   D.   Seldom
   E.   Almost never

7. Suggestions made to top management receive fair evaluation.

   A.   Almost always
   B.   Often
   C.   Sometimes
   D.   Rarely
   E.   Never

8. Management and supervisors set up interrelated jobs and work activities so that the work flows smoothly.

   A. Strongly agree
   B. Agree
   C. Not sure
   D. Disagree
   E. Strongly disagree

9. Workers are given direct orders by someone other than immediate supervisors.

   A. Almost always
   B. Often
   C. Sometimes
   D. Rarely
   E. Never

10. Management bypasses levels below them in assigning work.

    A. Almost always
    B. Often
    C. Sometimes
    D. Rarely
    E. Never

11. Top management is interested in ideas and suggestions from people at different levels in the organization.

    A. Almost always
    B. Often
    C. Sometimes
    D. Rarely
    E. Never

12. When problems are encountered, those in authority make prompt decisions or recommendations.

    A. Almost always
    B. Often
    C. Sometimes
    D. Rarely
    E. Never

13. In general, how would you rate the customer's understanding of how the PWC operates?

    A. Very good
    B. Good
    C. Fair
    D. Poor
    E. Very poor
    F. Do not know

14. How often do job changes requested by customers cause unnecessary hardship on the efficiency of PWC?

    A. Almost always
    B. Often
    C. Sometimes
    D. Rarely
    E. Never

	To a very great extent (A)	To a great extent (B)	To some extent (C)	To a small extent (D)	Not at all (E)	Don't Know (F)

To what extent could job changes initiated by the customer be avoided if:

(CIRCLE one letter on each line for your answer.)

		To a very great extent (A)	To a great extent (B)	To some extent (C)	To a small extent (D)	Not at all (E)	Don't Know (F)
15.	Customers provided a better description of the work.	A	B	C	D	E	F
16.	Customers didn't change their minds so often.	A	B	C	D	E	F
17.	Management would teach customers about the PWC operation.	A	B	C	D	E	F
18.	There was better communication between customers and planning.	A	B	C	D	E	F

19. To what extent is the quality of work performed by contractors better than that of PWC?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all
   F. No opinion

20. PWC ends up having to redo much of a contractor's job.

   A. Almost always
   B. Often
   C. Sometimes
   D. Rarely
   E. Never
   F. Do not know

21. To what extent are contractors evaluated on the same standards of performance as PWCs?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all
   F. Do not know

	Great deal (A)	Good deal (B)	Somewhat (C)	Not at all (D)	Not involved in my work (E)

To what extent are the following codes (departments) helpful to you in getting your work done?

(CIRCLE the letter on each line for your answer.)

		Great deal (A)	Good deal (B)	Somewhat (C)	Not at all (D)	Not involved in my work (E)
1.	110-Activity Civil Engineer Office	A	B	C	D	E
2.	130-Management Office	A	B	C	D	E
3.	140-Civilian Personnel Office	A	B	C	D	E
4.	150-Comptroller Office	A	B	C	D	E
5.	160-Housing Office	A	B	C	D	E
6.	200-Engineering Department	A	B	C	D	E
7.	300-Maintenance Control Department	A	B	C	D	E
8.	500-Maintenance Department	A	B	C	D	E
9.	600-Utilities Department	A	B	C	D	E
10.	700-Transportation Department	A	B	C	D	E
11.	800-Material Department	A	B	C	D	E

12. If you have difficulty working with another work center, name it and list the reasons.

_____   _____

_____   _____

_____   _____

13. How familiar are you with PMS?

   A. Very familiar
   B. Familiar
   C. Somewhat familiar
   D. Not very familiar
   E. Never heard of it

14. The actual time charge to a job reflects the actual hours worked on the job.

   A. Almost always
   B. Often
   C. Sometimes
   D. Rarely
   E. Almost never

15. How often do P&Es plan and estimate jobs within their own trade?

   A. Very frequently
   B. Frequently
   C. Not sure
   D. Seldom
   E. Almost never

16. To what extent do P&Es know about the latest developments in their field?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all
   F. Do not know

17 In general, P&Es are trained
    to do the work required of them.

    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

18. Is the ratio of P&E hours to production
    hours set by NAVFAC realistic?

    A. Yes
    B. No
    C. Not sure

	To a very great extent (A)	To a great extent (B)	To some extent (C)	To a small extent (D)	Not at all (E)	Don't know (F)
Quite often there are changes in the job. To what extent is this a result of:	(CIRCLE one letter on each line for your answer.)					
19. A customer changing his mind	A	B	C	D	E	F
20. Poor planning and estimating	A	B	C	D	E	F
21. Poor job description from ACE	A	B	C	D	E	F
22. A fact of life due to the nature of rehabilitative construction work	A	B	C	D	E	F
23. Poor quality of work	A	B	C	D	E	F

24. Where do you think the job plan
    should be developed?

    A. In Planning and Estimating
    B. In the Maintenance Department
    C. Not sure

25. How often should a P&E go to the
    job site and see what needs to be
    done?

    A. Very frequently
    B. Frequently
    C. Not sure
    D. Seldom
    E. Almost never

26. How often do P&Es visit the job site?

    A. Very frequently
    B. Frequently
    C. Not sure
    D. Seldom
    E. Almost never

27. The P&Es do all they can to visit job
    sites but are too overworked and can't
    get to as many as they should.

    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

28. To what extent are the job plans
    helpful in getting the work done?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all
    F. Do not know

29. To what extent are the job
schedules that are set up,
meet the work required?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all
    F. Not sure

30. Should the schedulers be located
in the shops or centrally located?

    A. In the shops
    B. Centrally located
    C. No opinion

31. When people from the different depart-
ments work together to complete a job,
the work activities are well planned.

    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

	A great deal (A)	Quite a lot (B)	Some-thing (C)	Little (D)	Nothing (E)
How much *does* your supervisor have to say in making decisions about:	(CIRCLE one letter on each line for your answer.)				
32. How you do your work	A	B	C	D	E
33. Scheduling your work activities	A	B	C	D	E
34. How to handle problems you face in your work	A	B	C	D	E
35. *Hiring of people*	A	B	C	D	E
36. Pay raises	A	B	C	D	E
37. Firing people	A	B	C	D	E
38. Promoting people	A	B	C	D	E
39. When people take time off	A	B	C	D	E
40. What you should do when something unexpected happens	A	B	C	D	E
41. Settling disagreements	A	B	C	D	E

SI

Task

Person-
nel

Task

		A great extent (A)	Quite a lot (B)	Some (C)	Little (D)	Nothing (E)
	How much say <u>should</u> your supervisor actually have in making decisions about:	(CIRCLE one letter on each line for your answer.)				
	42. How you do your work	A	B	C	D	E
	43. Scheduling your work activities	A	B	C	D	E
	44. How to handle problems you face in your work	A	B	C	D	E
	45. Hiring people	A	B	C	D	E
SI	46. Pay raises	A	B	C	D	E
	47. Firing people	A	B	C	D	E
	48. Promoting people	A	B	C	D	E
	49. When people take time off	A	B	C	D	E
	50. What you should do when something unexpected happens	A	B	C	D	E
	51. Settling disagreements	A	B	C	D	E

POS **52.** How often does your immediate
Supervisory supervisor check to see how you
Competence are doing your job?

A. Very often
B. Often
C. Occasionally
D. Seldom
E. Almost never

POS **53.** How much does your supervisor
Supervisory know about your on-the-job
Competence performance?

A. Knows a lot
B. Knows quite a bit
C. Knows something
D. Knows little
E. Knows very little

54. To what extent are performance standards established for your job?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

55. To what extent do performance ratings measure how well you do your job?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

56. In this PWC, to what extent are threats and punishments used as a way to get people to do better work?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

57. To what extent do workers participate in making important decisions related to their work?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

	A very great deal of influence (A)	Quite a lot of influence (B)	Some influence (C)	Little influence (D)	Very little influence (E)	Not sure (F)
How much influence do the following groups or persons actually have on what happens in this Center?	(CIRCLE one letter on each line for your answer.)					
58. Navy managers	A	B	C	D	E	F
59. Civilian managers	A	B	C	D	E	F
60. Supervisors	A	B	C	D	E	F
61. The workers	A	B	C	D	E	F

THANK YOU FOR YOUR COOPERATION

A-25

APPENDIX B

SUPERVISORY PERSONNEL QUESTIONNAIRE (FORM B)

D	Demographics
OC	Organizational Climate
SJC	Specific Job Characteristics
POS	Perceptions of Supervisors
SI	Supervisory Influence
RS	Role Stress
GJC	General Job Characteristics
GJC(W)	General Job Characteristics (Workers Only)
MP	Managerial Practices
JS	Job Satisfaction
CV	Cultural Values
JV	Job Values
WCE	Work Center Effectiveness

NAVY PUBLIC WORKS CENTER ATTITUDE INVENTORY

FORM B

The purpose of this survey is to obtain information on the attitudes and opinions of Public Works Center employees regarding their work. It is anticipated that the results derived from your responses will be used to improve the quality of working life and productivity in the Navy Public Works Centers.

For this survey to be of value it is necessary that you be as frank and thoughtful as possible in responding to the items in this questionnaire.

Thank you for your cooperation.

PRIVACY ACT STATEMENT

Developed by:

The Navy Personnel Research and Development Center
San Diego, California 92152

Please WRITE your answer in the space provided.

D 1. Are you military or civilian?_____

D 2. What is your job title (that which is listed on your position description)?

_____

D 3. What work center are you assigned to?_____

What is the code number?_____

D 4. How long have you worked in the PWC system?_____

D 5. How long have you worked at this Center?_____

D 6. Age _____

D 7. Are you an American citizen?_____If no, specify_____

D 8. How many dependents do you have?   (Others who depend on your income for financial support)?_____

D 9. Have you ever served in the U. S. Armed Forces?_____

If yes, which branch?_____

How long did you serve?_____

CIRCLE the letter next to your answer.

D 10. Sex

A. Male
B. Female

D 11. The following is a list of ethnic backgrounds for people who work at PWCs. Please CIRCLE the one that comes closest to describing your ethnic background.

A. Anglo-Saxon
B. Black or Afro-American
C. Mexican
D. Native American Indian
E. Filipino
F. Samoan

G. Chinese
H. Japanese
I. Hawaiian
J. Mediterranean
K. Slavic

D 12. What is your education level? (CIRCLE the highest grade completed)

A. Some elementary school (grades 1 to 7)
B. Completed elementary school (8 grades)
C. Some high school (9 to 11 years)
D. Graduated from high school or General Educational Development (GED)
E. Some college or technical training beyond high school (1 to 3 years)
F. Graduated from college or university (B. A., B. S., or other bachelor's degree)
G. Some graduate school
H. Graduate or professional degree (please indicate)_____

D 13. How many more years do you plan to work before leaving or retiring from U. S. government employment? (CIRCLE your answer)

A. Less than five years
B. 6-10
C. 11-15

D. 16-20
E. 21 years or more

The following group of items are general questions about working at this PWC. Please CIRCLE the letter in front of the best answer to each item.

OC 1. To what extent do rules and regulations interfere with how well you do your job?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

GJC 2. To what extent does your job require full use of your skills and abilities?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC Openness 3. To what extent is your individual judgment trusted on work matters?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC Openness 4. To what extent does cooperation exist between departments at this Center?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC Openness 5. To what extent does a cooperative atmosphere exists among people you work with?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC Openness 6. How effective is your work center in overcoming unexpected problems?

A. Exceptionally resourceful
B. More resourceful than most
C. Usually overcomes difficulties
D. Somewhat set back by obstacles
E. Frequently stumped by obstacles

OC Openness 7. To what extent do workers have confidence in management's judgment?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC 8. In this Center about the only source of information on important matters is the grapevine (rumor).

A. Strongly agree
B. Agree
C. Not sure
D. Disagree
E. Strongly disagree

OC Openness 9. To what extent is your immediate supervisor willing to listen to your problems?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC Esprit de Corps 10. Do people who work here "goof off" if they are not watched?

A. Almost no one "goofs off"
B. A few "goof off"
C. About half "goof off"
D. A lot "goof off"
E. Almost everyone "goofs off"

OC 11. To what extent do you have to "toe the line" at this Center?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC Openness 12. How do you rate your job security in working for this PWC?

A. Very secure
B. Somewhat secure
C. Don't know
D. Somewhat insecure
E. Very insecure

B-4

OC
Esprit
de
Corps

13. To what extent is there an esprit de corps (workgroup pride) among the employees at this PWC?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC

14. Which of the following is most important in getting promoted?

A. Seniority
B. Competence or ability
C. Personal relationships
D. The department you're in
E. Work output

OC
Esprit
de
Corps

15. How would you describe this PWC?

A. Very efficient
B. Efficient
C. Moderately efficient
D. Not very efficient
E. Totally inefficient

OC

16. This PWC is:

A. Very up-to-date
B. Up-to-date
C. Moderately up-to-date
D. Old fashioned
E. Very old fashioned

GJC

17. The job denies me any chance to use my personal initiative or judgment in carrying out the work.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive
E. Not at all descriptive of your job

GJC
Job
Challenge

18. The job gives me considerable opportunity for independence and freedom in how I do the work.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhate descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

GJC
Job
Challenge

19. The job itself is significant and important in the broader scheme of things.

A. Very descriptive of your job
B. Descriptive of your job
C. Somewhat descriptive
D. A little descriptive of your job
E. Not at all descriptive of your job

20. To what extent are you satisfied with this job?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

21. To what extent do you feel a very high degree of personal responsibility for the work you do on this job?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

22. To what extent do you personally care how well the job gets done.

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

23. To what extent do differences in language hinder getting the job done?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

SJC
Material

24. How safe is the equipment which is supplied to PWC employees?

A. Very safe
B. Quite safe
C. Moderately safe
D. Unsafe
E. Very unsafe
F. Not sure

SJC 25. In general workers get the material
Material and supplies they need to do the
         job.

A. Strongly agree
B. Agree
C. Not sure
D. Disagree
E. Strongly disagree

SJC 26. To what extent do people in the
Material Material Department get the proper
         material to the job site?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Not sure

SJC 27. How much time do you think workers
         spend on the job waiting for material
         to arrive?

A. A great deal
B. Quite a bit
C. Some
D. Little
E. None
F. Not sure

SJC 28. How much material do you think
Material is being wasted at PWC?
Waste
A. A great deal
B. Quite a bit
C. Some
D. Little
E. None
F. Not sure

SJC 29. To what extent do the procedures
Material for turning materials back in con-
Waste   tribute to material waste in this PWC?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Not sure

SJC 30. To what extent does damaged material
Material delivered contribute to material waste in
Waste   this PWC?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Not sure

SJC 31. To what extent does having the wrong
Material material delivered contribute to material
Waste   waste in this PWC?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Not sure

SJC 32. To what extent does theft contribute to
Material material waste in this PWC?
Waste
A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Not sure

SJC 33. To what extent does stockpiling of
Material material (goldpiling) occur in this PWC?
Waste
A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Not sure

SJC 34. How successful are workers in getting the
Material material they need in a squeeze or
         emergency?

A. Very successful
B. Quite successful
C. Somewhat successful
D. Not very successful
E. Not at all successful
F. Not sure

SJC 35.
Material
Vehicles

Rate the transportation that this PWC uses on its safety.

A. Very safe
B. Reasonably safe
C. Not sure
D. Slightly unsafe
E. Very unsafe

SJC 36.
Vehicles

How frequently do workers experience vehicle breakdown?

A. Very frequently
B. Frequently
C. Occasionally
D. Seldom
E. Almost never
F. Not sure

SJC 37.
Vehicles

How much would better vehicles increase PWC productivity?

A. A great deal
B. Quite a bit
C. Some
D. Little
E. There would be no increase
F. Not sure

SJC 38.
Material

The vehicles provided are designed and/or equipped to do the job.

A. Strongly agree
B. Agree
C. Not sure
D. Disagree
E. Strongly disagree

SJC 39.

In general, when PWC employees use PWC vehicles they are treated with care.

A. Strongly agree
B. Agree
C. Not sure
D. Disagree
E. Strongly disagree

SJC 40.
Manpower
Waste

How frequently are there times when there isn't enough work to keep the workforce busy?

A. Very frequently
B. Frequently
C. Occasionally
D. Seldom
E. Almost never
F. Not sure

SJC 41.
Manpower
Waste

How frequently are there more workers than needed to accomplish the work scheduled?

A. Very frequently
B. Frequently
C. Occasionally
D. Seldom
E. Almost never
F. Not sure

SJC 42.

How frequently do you find that there is more work scheduled than can be accomplished as scheduled?

A. Very frequently
B. Frequently
C. Occasionally
D. Seldom
E. Almost never
F. Not sure

SJC 43.

Our work center's workload is fairly constant from day to day.

A. Strongly agree
B. Agree
C. Not sure
D. Disagree
E. Strongly disagree

SJC 44.
Manpower
Waste

In general, how much time do you see being spent in nonproductive activity in the PWC?

A. A great deal
B. Quite a bit
C. Some
D. Little
E. Very little
F. Not sure

45.

In general, which area do you see as causing the most problems for work getting done in your work center?

A. Material
B. Equipment
C. Transportation
D. Do not know

SJC 46.

How much more do you think most people in your work center could produce if they wanted to?

A. A great deal more
B. Quite a bit more
C. Moderately more
D. A little more
E. People are producing as much as possible

47. If you think that there is time wasted at this PWC, list the major reasons you think cause this waste.

_____
_____
_____
_____

The following group of questions deal with the personal feelings you have about your day-to-day work. Please CIRCLE the letter in front of the best answer to each item.

1. How important is your job to you compared with other interests in your life?

    A. My job is <u>much more</u> important than my other interests.
    B. My job is <u>somewhat more</u> important than my other interests.
    C. My job is <u>somewhat less</u> important than my other interests.
    D. My job is <u>much less</u> important than my other interests.

2. If I had the chance, I would take a different job within this organization.

    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

3. I would like to look for a new job in the next year.

    A. Definitely
    B. I might
    C. Not sure
    D. I doubt it
    E. Definitely not

GJC 4. How likely is it that a person who
Reward   does a good job will be rewarded?
Contingencies
    A. Extremely likely
    B. Likely
    C. Somewhat likely
    D. Unlikely
    E. Extremely unlikely

GJC 5. How likely is it that a person who
Reward   does a poor job will be reprimanded?
Contingencies
    A. Extremely likely
    B. Likely
    C. Somewhat likely
    D. Unlikely
    E. Extremely unlikely

GJC 6. My pay is fair considering what other
Pay &   people in this organization are paid.
Fringe
Benefits A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

GJC 7. My pay is fair considering what people in
Pay &   similar jobs in private industry are making.
Fringe
Benefits A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

GJC 8. The fringe benefits for working at a PWC are better than one would get in private industry.

    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

B-8

		To a very great extent (A)	To a great extent (B)	To some extent (C)	To a small extent (D)	Not at all (E)
	To what extent do management and the local workforce agree on the following issues:	(CIRCLE one letter on each line for your answer)				
OC Work-force/ Manage-ment Agree-ment	9. Supervisory practices	A	B	C	D	E
	10. Problems facing this PWC	A	B	C	D	E
	11. Individual value systems	A	B	C	D	E
	12. The way the world is viewed	A	B	C	D	E
	13. The way people are viewed	A	B	C	D	E

From the following list, please WRITE in the spaces provided the three MOST IMPORTANT and three LEAST IMPORTANT items in terms of their importance to you on your job.

Most Important

14. _____

15. _____

16. _____

JV

Least Important

17. _____

18. _____

19. _____

A. Respect from coworkers
B. Feeling of accomplishment
C. Pay
D. Chances for getting ahead
E. Job security
F. Opportunity to develop your skills
G. Recognition
H. Seeing the results of your work
I. Having a job you don't take home

JS Intrinsic

20. How satisfied are you with the respect you receive from the people you work with?

A. Very satisfied
B. Satisified
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied

JS Intrinsic

21. How satisfieid are you with the chances you have to accomplish something worthwhile?

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisified
E. Very dissatisfied

JS Extrinsic

22. How satisified are you with the amount of pay you get?

A. Very satified
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisified
E. Very dissatisfied

JS Extrinsic

23. How satisfied are you with your chances for getting ahead in this PWC?

A. Very satisified
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied

JS Extrinsic

24. How satisfied are you with the amount of job security you have?

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied

JS Intrinsic

25. How satisified are you with the opportunity to develop your skills and abilities?

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied

JS 26. **How satisfied are you with recognition for doing the job?**

RS Ambiguity

JS Intrinsic

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. D' satisfied
E. Very dissatisfied

JS 27. **How satisfied are you with seeing the results from your work?**

Intrinsic

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied

JS 28. **How satisfied are you with having a job you don't take home?**

A. Very satisfied
B. Satisfied
C. Neither satisfied nor dissatisfied
D. Dissatisfied
E. Very dissatisfied
F. I do take work home

RS Conflict 29. **To what extent do you work under conflicting policies and guidelines?**

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS Conflict 30. **To what extent do you receive assignments without the manpower to complete them?**

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS Conflict 31. **To what extent do you do things that are likely to be accepted by one person and not accepted by others?**

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS Ambiguity 32. **To what extent do you know if your work will be acceptable to your boss?**

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS Conflict 33. **To what extent is it difficult to satisfy everybody at the same time?**

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS Conflict 34. **To what extent do you have to break rules to get everything done on your job?**

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS Conflict 35. **To what extent do people ask you to do things on your job which get in the way of your work?**

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS Ambiguity 36. **To what extent do you feel certain about how much authority you have?**

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS Ambiguity 37. **To what extent do you know what your responsibilities are?**

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 38. To what extent do you feel certain
Ambiguity about how you will be evaluated for
a raise or promotion?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 39. To what extent do you know ex-
Ambiguity actly what is expected of you?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 40. To what extent do you know that
Ambiguity you have divided your time properly?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 41. To what extent are explanations
Ambiguity clear about what has to be done?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 42. To what extent are you given enough
Ambiguity time to do what is expected of you on
your job?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

RS 43. To what extent does it seem like you
Conflict have too much work for one person to do?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

44. To what extent are the performance
standards on your job too high?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

Each of the next four questions is followed by five answer spaces. Please WRITE your answers in
the spaces provided for each question.

1. What are some of the specific things which occur at work that make you feel good about
working?

A. _____

B. _____

C. _____

D. _____

E. _____

2. What specific kinds of things occur at work that turn you off, frustrate you or make you angry?

A. _____

_____

B. _____

_____

C. _____

_____

D. _____

_____

E. _____

_____

3. If you had your way and could do anything, what things would you do to make your work life better?

A. _____

_____

B. _____

_____

C. _____

_____

D. _____

_____

E. _____

_____

4. If you had your way and could do anything, what things would you do to improve the productivity of this PWC?

A. _____

_____

B. _____

_____

C. _____

_____

D. _____

_____

E. _____

_____

Please CIRCLE the letter in front of the best answer for each item.

OC   1. Overall, what effect do unions have on the PWC operation?

A. Very positive
B. Positive
C. No effect
D. Negative
E. Very negative
F. No opinion

OC Problems   2. To what extent does employee theft present a problem at your PWC?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC Problems   3. To what extent do you think there are problems between people of different ethnic backgrounds in your work center?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC Problems   4. To what extent do problems between people of different ethnic backgrounds hurt your work center's performance?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

5. In what way do you think "command interest" jobs affect productivity at this PWC?

A. Greatly increase productivity
B. Slightly increase productivity
C. Do not affect productivity
D. Slightly decrease productivity
E. Greatly decrease productivity
F. Do not know

6. To what extent is the "command interest" category abused?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Do not know

7. To what extent does work on "command interest" jobs interfere with everyday work accomplishments?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Do not know

OC   8. What effect does military turnover have on the effectiveness of this PWC?

A. Very positive
B. Positive
C. No effect either way
D. Negative
E. Very negative
F. Do not know

OC Perceptions of Military Management   9. What effect does military management have on vertical communications both up and down?

A. Communications are improved greatly
B. Communications are improved to some extent
C. There is no effect on communications
D. Communications are hampered slightly
E. Communications are hampered greatly
F. Do not know

OC Perceptions of Military Management   10. In general, the opinion of military toward civilians is:

A. Very high
B. High
C. Neutral
D. Low
E. Very low

OC 11.
Perceptions
of Military
Management

In general, the opinion of civilians toward the military is:

A. Very high
B. High
C. Neutral
D. Low
E. Very low

OC 12.
Perceptions
of Military
Management

Overall, rate military management in terms of their ability to deal with personnel matters.

A. Very good
B. Good
C. Fair
D. Poor
E. Very poor
F. No opinion

OC 13.
Perceptions
of Military
Management

Overall, rate the military management in terms of their financial management skills.

A. Very good
B. Good
C. Fair
D. Poor
E. Very poor
F. No opinion

OC 14.
Perceptions
of Military
Management

To what extent do you see military management as being necessary for the successful operation of this PWC?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

OC 15.

In general, most people who work for this PWC like to work overtime.

A. Almost always
B. Often
C. Sometimes
D. Rarely
E. Never

OC 16.

In general, overtime is distributed fairly among employees.

A. Almost always
B. Often
C. Sometimes
D. Rarely
E. Never

WCE 17.

In general, rate your work center in terms of how well it does its job.

A. Very good
B. Good
C. Fair
D. Poor
E. Very poor

Rate your work center in terms of how well it does in the following areas:

	Very Good (A)	Good (B)	Fair (C)	Poor (D)	Very Poor (E)
	(Circle one letter on each line for your answer)				
18. Productivity — amount and quality of work accomplished for money and time spent.	A	B	C	D	E
19. Responsiveness — ability of PWC to start and complete work quickly.	A	B	C	D	E
20. Adaptability — ability to meet changing conditions and demands.	A	B	C	D	E
21. Customer Satisfaction — extent to which customers are satisfied with PWC performance.	A	B	C	D	E

WCE

The following group of items deal with your feelings about life in general. Please CIRCLE the letter in front of the best answer for each item.

1. Obedience and respect for authority.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

2. Working hard to improve the prestige and status of one's group.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

3. Getting recognition for one's achievements.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

4. Prestige. To become well-known to obtain recognition, awards or high social status.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

5. Wealth. To earn a great deal of money.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

6. Security. To achieve a secure and stable position in work and financial situation.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

7. Self-realization. To get the most from one's personal development.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

8. Duty. To dedicate oneself totally to ideals and principles.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

9. Pleasure. To enjoy life, to be happy and content, to have the good things in life.

   A. Very important
   B. Important
   C. Somewhat important
   D. Slightly important
   E. Not at all important

From the following list, please WRITE in the space provided the four MOST IMPORTANT and four LEAST IMPORTANT things for a person to be.

Most Important

10. _____
11. _____
12. _____
13. _____

Least Important

14. _____
15. _____
16. _____
17. _____

CV

A. Ambitious
B. Open-minded
C. Capable
D. Forgiving
E. Helpful
F. Cheerful
G. Clean
H. Courageous
I. Honest
J. Independent
K. Self-disciplined
L. Intelligent
M. Loving
N. Obedient
O. Responsible
P. Polite

Please CIRCLE the letter in front of the best answer to each question.

MP
Flow of
Communi-
cations

1. Are you encouraged to participate in decisions that affect you?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all

MP

2. Some people are given special privileges.

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all

MP
Derogations
of Workers

3. When things go wrong it is the workers who are usually blamed.

    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly agree

MP
Derogation
of Workers

4. Information is withheld from workers even though it is readily available and could help.

    A. Almost always
    B. Often
    C. Sometimes
    D. Rarely
    E. Never

MP
Flow of
Communi-
cations

5. Good ideas don't get communicated upward because top management is not very approachable.

    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

MP
Flow of
Communi-
cations

6. How frequently are suggestions made to top management?

    A. Very frequently
    B. Frequently
    C. Occasionally
    D. Seldom
    E. Almost never

MP
Flow of
Communi-
cations

7. Suggestions made to top management receive fair evaluation.

    A. Almost always
    B. Often
    C. Sometimes
    D. Rarely
    E. Never

B-16

MP   8. Management and supervisors set up
Flow of   interrelated jobs and work activities
Communications so that the work flows smoothly.

    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

MP   9. Workers are given direct orders by
Supervision   someone other than immediate
- Bypassed   supervisors.

    A. Almost always
    B. Often
    C. Sometimes
    D. Rarely
    E. Never

MP   10. Management bypasses levels below
Supervision   them in assigning work.
Bypassed
    A. Almost always
    B. Often
    C. Sometimes
    D. Rarely
    E. Never

MP   11. Top management is interested in
Flow of   ideas and suggestions from people
Communica-   at different levels in the organization.
tions
    A. Almost always
    B. Often
    C. Sometimes
    D. Rarely
    E. Never

MP   12. When problems are encountered
Flow of   those in authority make prompt
Communica-   decisions or recommendations.
tions
    A. Almost always
    B. Often
    C. Sometimes
    D. Rarely
    E. Never

MP   13. In general, how would you rate the
customer's understanding of how the
PWC operates?

    A. Very good
    B. Good
    C. Fair
    D. Poor
    E. Very poor
    F. Do not know

MP   14. How often do job changes requested by
customers cause unnecessary hardship
on the efficiency of PWC?

    A. Almost always
    B. Often
    C. Sometimes
    D. Rarely
    E. Never

15. To what extent does management
demand detailed information from
people at lower levels?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all

MP   16. Communications flow both up and
Flow of   down.
Communica-
tions   A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all

MP   17. Written documents (such as budgets,
Flow of   schedules, project specifications,
Communica-   procedures, or program plans) are used
tions   as an important part of the job.

    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

MP   18. Performance appraisals are based on
Perfor-   written performances standards or
mance   criteria.
Standards
    A. Yes
    B. No

MP   19. Standards of performance and control
Perfor-   systems have been established in writing.
mance
    A. Yes
Standards   B. No

20. Supervisors are rewarded for helping their subordinates develop their skills and abilities.

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

21. To what extent do customers avoid backlogs by submitting a series of minors instead of a single specific job.

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Not sure

	To a very great extent (A)	To a great extent (B)	To some extent (C)	To a small extent (D)	Not at all (E)	Don't know (F)

To what extent could job changes initiated by the customer be avoided if:

(Circle one letter on each line for your answer.)

	(A)	(B)	(C)	(D)	(E)	(F)
22. Customers provided a better description of the work.	A	B	C	D	E	F
23. Customers didn't change their minds so often.	A	B	C	D	E	F
24. Management would teach customers about the PWC operation.	A	B	C	D	E	F
25. There was better communication between customers and planning.	A	B	C	D	E	F

26. To what extent is the quality of work performed by contractors better than that of PWC?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. No opinion

27. PWC ends up having to redo much of a contractor's job.

A. Almost always
B. Often
C. Sometimes
D. Rarely
E. Never
F. Don't know

28. To what extent are contractors evaluated on the same standards of performance as PWCs?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Do not know

29. To what extent has NAVFAC been helpful in the implementation of new systems and procedures?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Do not know

30. To what extent are PWC personnel involved in the development of systems and procedures implemented by NAVFAC?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all
    F. Do not know

31. Contracting out jobs is more cost-effective than performing them in-house.

    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree
    F. Do not know

32. To what extent do contractors provide a quicker response time to customers than PWC?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all
    F. Do not know

Please answer the following three questions if you attend meetings that pertain to your work.

1. How productive are the meetings in terms of resolving problems?

    A. Very productive
    B. Somewhat productive
    C. Somewhat unproductive
    D. A total waste of time

2. Of the regular meetings you attend, list those that have value.

_____   _____
_____   _____
_____   _____

3. List those meetings that are not worth attending.

_____   _____
_____   _____
_____   _____

4. Are you able to obtain from other work centers the information you need in order to carry out your duties?

    A. Very often
    B. Often
    C. Sometimes
    D. Infrequently
    E. Never

5. In general, how would you characterize the relationship between the divisions within your code (department)?

    A. Excellent
    B. Very good
    C. Average
    D. Below average
    E. Very poor

6. To what extent do ACEs or SCEs (staff civils) provide useful information to the P&Es concerning new work.

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

7. A description of the job to be done is generally provided to the P&Es by:

A. ACEs or SCEs
B. Customers
C. Both

8. To what extent is productivity in your work group affected by other departments failure to communicate?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

To what extent are the following codes (departments) helpful to you in getting your work done?

(CIRCLE the letter on each line for your answer.)

	Great deal (A)	Good deal (B)	Somewhat (C)	Not at all (D)	Not involved in my work (E)
9. 110 - Activity Civil Engineer Office	A	B	C	D	E
10. 130 - Management Office	A	B	C	D	E
11. 140 - Civilian Personnel Office	A	B	C	D	E
12. 150 - Comptroller Office	A	B	C	D	E
13. 160 - Housing Office	A	B	C	D	E
14. 200 - Engineering Department	A	B	C	D	E
15. 300 - Maintenance Control Department	A	B	C	D	E
16. 500 - Maintenance Department	A	B	C	D	E
17. 600 - Utilities Department	A	B	C	D	E
18. 700 - Transportation Department	A	B	C	D	E
19. 800 - Material Department	A	B	C	D	E

20. If you have difficulty working with another work center, name it and list the reasons.

_____   _____

_____   _____

_____   _____

21. How much information have you received on PMS procedures?

   A. A great deal
   B. Quite a bit
   C. Some
   D. A little
   E. None

22. How familiar are you with PMS?

   A. Very familiar
   B. Familiar
   C. Somewhat familiar
   D. Not very familiar
   E. Never heard of it

23. Do you think workers understand PMS?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all
   F. Do not know

MP
PMS

If PMS has been implemented at this PWC, to what extent has it improved the:

(CIRCLE the letter on each line for your answer.)

	To a very great extent (A)	To a great extent (B)	To some extent (C)	To a small extent (D)	Not at all (E)	Does not apply (F)
24. Planning of work	A	B	C	D	E	F
25. Scheduling of work	A	B	C	D	E	F
26. Coordinating various PWC functions	A	B	C	D	E	F
27. Overall efficiency of work accomplishment	A	B	C	D	E	F

MP
Reporting System

28. In general, PMS has:

   A. Created more work than it has saved
   B. Saved work
   C. Had no effect on the amount of work
   D. Don't know

MP
Reporting System

29. In general, the necessary information is provided so the reporting systems can operate effectively.

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all
   F. Don't know

MP
Reporting System

30. To what extent is pressure applied to avoid the use of overhead on jobs?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all
   F. Don't know

MP
Reporting System

31. To what extent do you think the reporting systems at this PWC accurately reflect what is actually taking place on the job?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all
   F. Do not know

32. How often do you see employees at this PWC do things on the job that seem contrary to common sense, just to fulfill the requirements of a reporting system?

A. Very frequently
V. Frequently
C. Occasionally
D. Seldom
E. Almost never

33. The actual time charged to a job reflects the actual hours worked on the job.

A. Almost always
B. Often
C. Sometimes
D. Rarely
E. Almost never

34. List the reports by name or number that you deal with on your job. Indicate how useful they are by checking the appropriate category.

	Useful the way it is (A)	Should be modified (B)	Should be eliminated (C)
_____	___	___	___
_____	___	___	___
_____	___	___	___
_____	___	___	___
_____	___	___	___
_____	___	___	___

35. How often do P&Es plan and *estimate jobs within their own* trade?

A. Very frequently
B. Frequently
C. Not sure
D. Seldom
E. Almost never

36. To what extent do P&Es know about the latest developments in their field?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all
F. Don't know

37. In general, P&Es are trained to do the work required of them.

A. Strongly agree
B. Agree
C. Not sure
D. Disagree
E. Strongly disagree

38. Is the ratio of P&E hours to productive hours set by NAVFAC realistic?

A. Yes
B. No
C. Not sure

	To a very great extent (A)	To a great extent (B)	To some extent (C)	To a small extent (D)	Not at all (E)	Don't know (F)

Quite often there are changes in the job. To what extent is this a result of:

(CIRCLE one letter on each line for your answer.)

39. A customer changing his mind	A	B	C	D	E	F
40. Poor planning and estimating	A	B	C	D	E	F
41. Poor job description from ACE	A	B	C	D	E	F
42. A fact of life due to the nature of rehabilitative construction work	A	B	C	D	E	F
43. Poor quality of work	A	B	C	D	E	F

44. Where do you think the job plan should be developed?

   A. In Planning and Estimating
   B. In the Maintenance Department
   C. Not sure

45. How often should a P&E go to the job site and see what needs to be done?

   A. Very frequently
   B. Frequently
   C. Not sure
   D. Seldom
   E. Almost never

46. How often do P&Es visit the job site?

   A. Very frequently
   B. Frequently
   C. Not sure
   D. Seldom
   E. Almost never

47. The P&Es do all they can to visit job sites but are too overworked and can't get to as many as they should.

   A. Strongly agree
   B. Agree
   C. Not sure
   D. Disagree
   E. Strongly disagree

48. How good is the communication between P&Es and the engineers?

   A. Excellent
   B. Very good
   C. Fair
   D. Poor
   E. Very poor
   F. Do not know

49. To what extent are the job plans helpful in getting the work done?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all
   F. Do not know

50. To what extent are the job schedules that are set up meet the work required?

   A. To a very great extent
   B. To a great extent
   C. To some extent
   D. To a small extent
   E. Not at all
   F. Not sure

51. Should the schedulers be located in the shops or centrally located?

   A. In the shops
   B. Centrally located
   C. No opinion

52. When people from the different depart-
ments work together to complete a job,
the work activities are well planned.
    A. Strongly agree
    B. Agree
    C. Not sure
    D. Disagree
    E. Strongly disagree

	A great deal (A)	Quite a lot (B)	Some-thing (C)	Little (D)	Nothing (E)
How much <u>do</u> you as a supervisor have to say in making decisions about:	(CIRCLE one letter on each line for your answer.)				
53. How you do your work	A	B	C	D	E
54. Scheduling your work activities	A	B	C	D	E
55. How to handle problems you face in your work	A	B	C	D	E
56. Hiring of people	A	B	C	D	E
57. Pay raises	A	B	C	D	E
58. Firing people	A	B	C	D	E
59. Promoting people	A	B	C	D	E
60. When people take time off	A	B	C	D	E
61. What you should do when something unexpected happens	A	B	C	D	E
62. Settling disagreements	A	B	C	D	E

Task ⟨ 53. 54. 55.

SI Per-son-nel 56. 57. 58. 59. 60.

Task 61.

	A great extent (A)	Quite a lot (B)	Some (C)	Little (D)	Nothing (E)
How much say <u>should</u> you as a supervisor have in making decisions about:	(CIRCLE one letter on each line for your answer.)				
63. How you do your work	A	B	C	D	E
64. Scheduling your work activities	A	B	C	D	E
65. How to handle problems you face in your work	A	B	C	D	E
66. Hiring people	A	B	C	D	E
67. Pay raises	A	B	C	D	E
68. Firing people	A	B	C	D	E
69. Promoting people	(A	B	C	D	E
70. When people take time off	A	B	C	D	E
71. What you should do when something unexpected happens	A	B	C	D	E
72. Settling disagreements	A	B	C	D	E

SI

MP 73. To what extent are performance
Performance standards established for your
Standards subordinate's job?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all

74. To what extent do performance
ratings measure how well your
subordinates do their job?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all

MP 75. In this PWC, to what extent are
Derogation threats and punishments used as
of Workers a way to get people to do
better work?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all

76. To what extent do workers participate
in making important decisions related
to their work?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all

77. In this Center, people who make decisions
have complete and accurate information.

    A. Always
    B. Many times
    C. Usually
    D. Sometimes
    E. Rarely

How much influence do the following groups or persons actually have on what happens in this Center?	A very great deal of influence (A)	Quite a lot of influence (B)	Some influence (C)	Little influence (D)	Very little influence (E)	Not Sure (F)
	(CIRCLE one letter on each line for your answer.)					
78. Navy managers	A	B	C	D	E	F
79. Civilian managers	A	B	C	D	E	F
80. Supervisors	A	B	C	D	E	F
81. The workers	A	B	C	D	E	F

82. To what extent are job
responsibilities carried out
as defined by the position
description?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all

83. To what extent are written communications
emphasized?

    A. To a very great extent
    B. To a great extent
    C. To some extent
    D. To a small extent
    E. Not at all

MP 84.
Proper Channels Followed
To what extent is the formal chain of command followed in decision making processes?

A. Almost always
B. Often
C. Sometimes
D. Seldom
E. Almost never

85. There are standardized procedures for training supervisory personnel.

A. Strongly agree
B. Agree
C. Not sure
D. Disagree
E. Strongly disagree

MP 86.
Proper Channels Followed
To what extent is going through proper channels required?

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

87. To what extent do even small matters have to be referred to someone higher up for a final decision?

MP Derogation of Worker

A. To a very great extent
B. To a great extent
C. To some extent
D. To a small extent
E. Not at all

THANK YOU FOR YOUR COOPERATION

APPENDIX C

PERCENTAGES OF PWC EMPLOYEES PROVIDING RESPONSES FALLING IN DERIVED CATEGORIES OF WORK OCCURRENCES

Table C-1

Percentages of Workers (W), Supervisors (S), and Managers (M) Providing Responses Falling in Derived Categories of Positive Work Occurrences

Category Index and Title	San Francisco W N=120	S N=37	M N=18	Great Lakes W N=128	S N=23	M N=14	Norfolk W N=153	S N=103	M N=11
1 Miscellaneous	5.0	0.0	5.6	3.1	8.7	0.0	3.3	2.9	9.1
2 Problem-solving/Job Challenge	14.2	18.9	27.8	19.5	17.4	42.9	7.2	15.5	18.2
3 Social Aspects of Job	10.8	8.1	16.7	16.4	17.4	14.3	15.0	17.5	9.1
4 Work Group Climate	25.0	24.3	27.8	24.2	34.8	14.3	22.9	18.4	18.2
5 Cooperation of Co-workers	14.2	13.5	27.8	10.9	8.7	21.4	11.8	14.6	0.0
6 Respect/Recognition	10.0	16.2	22.2	11.7	17.4	21.4	9.8	28.2	27.3
7 Liking the Job	10.8	13.5	0.0	9.4	4.3	0.0	12.4	5.8	0.0
8 Good Supervisor/Subordinate Relations	3.3	5.4	5.6	3.9	0.0	0.0	6.5	6.8	18.2
9 Having Something to Do	0.8	0.0	0.0	0.0	0.0	0.0	2.0	1.0	0.0
10 Open Communication Between Supervisors and Subordinates	2.5	0.0	0.0	0.8	0.0	7.1	1.3	0.0	0.0
11 Use of Skills/Enjoy Work Content	8.3	5.4	5.6	8.6	4.3	28.6	7.2	3.9	9.1
12 Fair Supervisors	0.0	5.4	0.0	0.0	4.3	0.0	0.7	3.9	0.0
13 Respect and Trust of Co-workers	5.0	2.7	5.6	0.8	0.0	7.1	0.0	2.9	9.1
14 Competence of Co-workers	4.2	0.0	0.0	1.6	0.0	0.0	1.3	1.9	9.1
15 Personal Factors	0.0	0.0	11.1	1.6	4.3	0.0	3.3	2.9	0.0
16 Perceptions of Competence Between Supervisors and Subordinates	0.8	5.4	11.1	3.1	8.7	0.0	1.3	8.7	0.0
17 Respect/Understanding Between Supervisors and Subordinates	4.2	16.2	11.1	3.1	4.3	21.4	3.9	10.7	9.1
18 Feelings of Accomplishment	29.2	45.9	44.4	35.2	43.5	42.9	40.5	45.6	72.7
19 Negative Comments	6.7	5.4	0.0	6.3	0.0	0.0	4.6	0.0	18.2
20 EEO	0.8	5.4	5.6	0.0	0.0	0.0	0.7	1.0	0.0
21 Training/Skill Development	3.3	13.5	11.1	4.7	4.3	14.3	7.2	2.9	0.0
22 Clearly Defined Task Specifications	5.0	0.0	0.0	0.8	4.3	0.0	3.9	0.0	0.0
23 Safety on the Job	4.2	0.0	0.0	0.8	4.3	7.1	1.3	1.9	0.0
24 Well-Planned Time and Manpower	15.0	10.8	16.7	7.0	21.7	14.3	8.5	11.7	0.0
25 Job Security	7.5	2.7	5.6	8.6	0.0	0.0	7.2	4.9	9.1
26 Tools/Equipment/Supplies	10.0	5.4	0.0	7.0	4.3	0.0	7.2	5.8	0.0
27 Physical Work Environment	5.8	5.4	0.0	9.4	8.7	14.3	11.1	6.8	18.2
28 Interdepartmental Relations	3.3	13.5	5.6	0.8	8.7	0.0	1.3	5.8	9.1
29 Loyalty to and Identification With the Organization	2.5	2.7	5.6	1.6	0.0	14.3	3.3	4.9	18.2
30 Chance for Advancement	0.8	8.1	5.6	0.8	4.3	0.0	2.6	2.9	0.0
31 Personal Responsibility	3.3	2.7	16.7	1.6	0.0	0.0	4.6	1.9	9.1
32 Health	0.0	0.0	0.0	0.0	0.0	0.0	1.3	0.0	9.1
33 Job Hours	4.2	0.0	0.0	3.1	4.3	0.0	2.6	4.9	0.0
34 Customer Relations	9.2	13.5	11.1	4.7	4.3	35.7	6.5	10.7	27.3
35 Trust and Confidence of Supervisors	0.0	0.0	0.0	0.8	0.0	0.0	0.7	1.9	0.0
36 Pay and Fringe Benefits	20.0	13.5	0.0	22.7	8.7	0.0	24.8	15.5	9.1
37 Opportunity for Involvement in Decision-Making	2.5	5.4	11.1	3.1	13.0	7.1	5.9	2.9	0.0
38 Training Others	1.7	0.0	16.7	1.6	13.0	14.3	0.0	2.9	0.0
39 Independence	10.0	5.4	16.7	13.3	8.7	0.0	10.5	2.9	9.1

Table C-1 (Continued)

Category Index and Title	Pearl Harbor W N=276	Pearl Harbor S N=231	Pearl Harbor M N=33	Yokosuka W N=33	Yokosuka S N=41	Yokosuka M N=5	Subic W N=192	Subic S N=140	Subic M N=11
1 Miscellaneous	0.7	1.3	0.0	0.0	2.4	0.0	3.1	5.7	9.1
2 Problem-solving/Job Challenge	2.5	4.8	3.0	3.0	2.4	0.0	4.7	9.3	63.6
3 Social Aspects of Job	4.0	5.2	6.1	6.1	7.3	20.0	8.3	2.1	0.0
4 Work Group Climate	5.4	4.8	0.0	15.2	22.0	40.0	6.8	7.9	9.1
5 Cooperation of Coworkers	7.2	4.3	0.0	21.2	17.1	20.0	19.8	17.1	18.2
6 Respect/Recognition	3.6	5.2	9.1	9.1	12.2	20.0	21.4	33.6	54.5
7 Liking the Job	5.8	3.5	0.0	0.0	9.8	0.0	0.4	5.0	0.0
8 Good Supervisor-Subordinate Relations	2.2	2.6	3.0	6.1	7.3	0.0	13.5	8.6	0.0
9 Apathy	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
10 Open Communication Between Supervisors and Subordinates	0.4	0.4	0.0	0.0	9.8	0.0	2.6	4.3	0.0
11 Use of Skills/Enjoy Work Content	0.4	3.5	3.0	6.1	7.3	60.0	3.6	7.1	18.2
12 Fair Supervisors	0.0	0.0	0.0	3.0	2.4	0.0	4.7	1.4	0.0
13 Respect and Trust of Coworkers	0.4	0.0	0.0	0.0	2.4	20.0	2.1	5.7	0.0
14 Competence of Coworkers	0.4	0.4	0.0	3.0	2.4	0.0	0.0	4.3	18.2
15 Personal Factors	2.2	2.6	0.0	9.1	2.4	0.0	2.1	3.6	0.0
16 Perceptions of Competence Between Supervisors and Subordinates									
17 Respect/Understanding Between Supervisors and Subordinates	1.1	3.5	0.0	6.1	19.5	0.0	7.8	8.6	9.1
18 Feelings of Accomplishment	1.4	1.7	6.1	21.2	19.5	0.0	20.8	13.6	9.1
19 Negative Comments	21.0	19.9	39.4	18.2	24.4	80.0	21.9	32.9	36.4
20 EEO	3.3	0.4	0.0	6.1	2.4	0.0	0.5	2.9	0.0
21 Training/Skill Development	0.0	0.0	0.0	0.0	2.4	0.0	1.6	0.0	0.0
22 Clearly Defined Task Specifications	1.4	0.9	0.0	0.0	0.0	0.0	5.7	6.4	0.0
23 Safety on the Job	0.4	0.9	0.0	0.0	12.2	0.0	7.8	7.1	0.0
24 Well-Planned Time and Manpower	2.2	0.9	0.0	3.0	4.9	0.0	7.8	11.4	0.0
25 Job Security	1.1	3.9	6.1	12.1	14.6	0.0	18.8	25.0	0.0
26 Tools/Equipment/Supplies	3.6	3.0	0.0	0.0	0.0	0.0	1.6	4.3	0.0
27 Physical Work Environment	6.5	3.0	0.0	24.2	9.8	0.0	41.7	30.0	0.0
28 Interdepartmental Relations	5.8	3.5	0.0	6.1	24.4	0.0	19.8	13.6	0.0
29 Loyalty to and Identification With the Organization	0.4	2.2	3.0	0.0	9.8	0.0	0.5	2.9	27.3
30 Chances for Advancement	1.1	0.4	3.0	0.0	0.0	0.0	4.7	3.6	9.1
31 Personal Responsibility	0.7	0.0	3.0	6.1	2.4	0.0	3.1	3.6	9.1
32 Health	0.0	0.4	0.0	0.0	0.0	0.0	2.6	1.4	0.0
33 Job Hours	0.7	1.3	0.0	0.0	0.0	0.0	1.6	0.0	0.0
34 Customer Relations	2.2	5.2	3.0	0.0	4.9	20.0	4.7	9.3	9.1
35 Trust and Confidence of Supervisors	0.7	0.0	0.0	0.0	4.9	0.0	2.6	2.1	0.0
36 Pay and Fringe Benefits	3.3	3.5	0.0	3.0	2.4	0.0	9.4	12.1	0.0
37 Opportunity for Involvement and Decision-Making	1.1	3.5	9.1	3.0	0.0	0.0	2.6	6.4	9.1
38 Training Others	0.0	1.3	3.0	0.0	0.0	0.0	1.0	4.3	0.0
39 Independence	5.8	1.3	0.0	6.1	7.3	0.0	8.3	7.1	18.2

Table C-2

Percentages of Workers (W), Supervisors (S), and Managers (M) Providing Responses Falling in Derived Categories of Negative Work Occurrences

Category Index and Title	San Francisco			Great Lakes			Norfolk		
	W N=111	S N=35	M N=17	W N=111	S N=23	M N=14	W N=131	S N=89	M N=10
1 Miscellaneous	2.7	5.7	5.9	2.7	0.0	7.1	1.5	1.1	0.0
2 Coworker Attitudes	9.0	8.6	23.5	12.6	13.0	14.3	17.6	12.4	10.0
3 Interdepartmental Problems	0.0	0.0	0.0	1.8	0.0	0.0	2.3	1.1	0.0
4 Physical Working Conditions	4.5	5.7	0.0	8.1	4.3	14.3	8.4	3.4	0.0
5 Incompetent Employees	5.4	8.6	5.9	3.6	8.7	7.1	6.1	5.6	10.0
6 Irresponsib'ity	9.9	34.3	41.2	13.5	17.4	14.3	13.7	24.7	60.0
7 Job Planning and Estimating	19.8	34.3	58.8	19.8	39.1	28.6	16.8	21.3	20.0
8 Theft	0.0	0.0	0.0	1.8	0.0	0.0	0.0	1.1	10.0
9 Racism	6.3	11.4	5.9	1.8	13.0	0.0	3.1	4.5	0.0
10 Favoritism	5.4	5.7	0.0	18.0	8.7	7.1	6.9	5.6	20.0
11 Sexism	2.7	0.0	5.9	0.0	0.0	0.0	2.3	0.0	0.0
12 Time-Job Pressure	1.	2.9	5.9	1.8	0.0	0.0	3.1	3.4	0.0
13 No Problem	2.7	0.0	5.9	1.8	0.0	0.0	8.4	1.1	0.0
14 Lack of Recognition	4.5	2.9	0.0	5.4	0.0	0.0	1.5	1.1	0.0
15 Safety	1.	2.9	0.0	0.9	4.3	0.0	2.3	3.4	0.0
16 Material Problems	23.4	8.6	5.9	18.0	13.0	7.1	21.4	18.0	0.9
17 Equipment Problems	18.0	8.6	0.0	14.4	4.3	0.0	21.4	13.5	0.0
18 Transportation	1.8	0.0	5.9	9.9	4.3	0.0	4.6	11.2	10.0
19 Supervisors Complaints About Employees	0.9	5.7	17.6	0.9	8.7	21.4	1.5	4.5	10.0
20 Unfair Evaluations	1.8	0.0	0.0	4.5	0.0	7.1	1.1	1.1	0.0
21 Red Tape	2.7	8.6	11.8	5.4	8.7	0.0	2.3	6.7	10.0
22 Abusive, Inconsiderate Supervisors	5.4	8.6	0.0	6.3	4.3	14.3	6.9	1.1	0.0
23 Inspections	3.6	0.0	0.0	1.8	0.0	7.1	2.3	3.4	0.0
24 Lack of Cooperation	6.3	17.1	11.8	3.6	8.7	0.0	2.3	4.5	0.0
25 Salary	2.7	0.0	0.0	0.9	8.7	0.0	0.8	1.1	0.0
26 Job Changes	0.9	0.0	0.0	0.0	0.0	0.0	3.1	2.2	0.0
27 Lack of Communication	16.2	14.3	11.8	6.3	8.7	14.3	6.9	11.2	20.0
28 Supervisors Not Doing Their Jobs	5.4	5.7	11.8	9.0	8.7	14.3	5.3	3.4	10.0
29 Supervisors' Lack of Understanding for Employees	6.3	0.0	11.8	2.7	4.3	0.0	5.3	1.1	0.0
30 Rules and Regulations	0.9	2.9	11.8	1.8	8.7	14.3	2.3	2.2	0.0
31 Training	5.4	5.7	0.0	4.5	0.0	14.3	3.1	7.9	0.0
32 Customers	2.7	5.7	11.8	1.8	4.3	7.1	0.8	2.2	30.0
33 Unions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.5	10.0
34 General Complaints Against Supervisors	5.4	0.0	11.8	3.6	0.0	0.0	1.5	2.2	0.0
35 Too Much Time Spent for Job	2.7	11.4	5.9	0.0	4.3	7.1	0.8	2.2	0.0
36 Quality of Work Life	14.4	2.9	5.9	12.6	8.7	0.0	13.0	5.6	0.0
37 Chain of Command	0.9	2.9	0.0	0.0	0.0	7.1	1.5	2.2	10.0
38 Personal Problems	0.9	0.0	0.0	1.8	0.0	0.0	0.8	2.2	10.0
39 Organizational Problems	4.5	5.7	11.8	3.6	17.4	7.1	0.8	10.1	10.0
40 Civilian/Military Interface	1.8	14.8	11.8	5.4	0.0	14.3	1.5	7.9	0.0
41 Hostility Toward Researcher	0.9	0.0	0.0	0.0	4.3	0.0	0.0	0.0	0.0

Table C-2 (Continued)

Category Index and Title	Pearl Harbor W N=75	Pearl Harbor S N=74	Pearl Harbor M N=9	Yokosuka W N=27	Yokosuka S N=36	Yokosuka M N=5	Subic W N=167	Subic S N=119	Subic M N=11
1 Miscellaneous	6.7	4.1	0.0	0.0	2.8	0.0	4.2	6.7	0.0
2 Coworker Attitudes	12.0	12.2	22.2	18.5	11.1	20.0	10.2	6.7	0.0
3 Interdepartment Problems	0.0	2.7	0.0	0.0	0.0	0.0	0.6	1.7	0.0
4 Physical Working Conditions	6.7	2.7	11.1	3.7	2.8	0.0	10.8	8.4	9.1
5 Incompetent Employees	5.3	9.5	0.0	14.8	11.1	0.0	3.0	5.9	27.3
6 Irresponsibility	12.0	12.2	22.2	7.4	0.0	20.0	6.0	12.6	18.2
7 Job Planning and Estimating	21.3	35.1	33.3	22.2	33.3	60.0	19.2	32.8	45.5
8 Theft	1.3	2.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
9 Racism	0.0	1.4	0.0	0.0	5.6	0.0	4.2	7.6	18.2
10 Favoritism	10.7	4.1	0.0	0.0	0.0	20.0	14.4	6.7	9.1
11 Sexism	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.8	0.0
12 Time-Job Pressure	1.3	5.4	0.0	3.7	2.8	20.0	7.8	6.7	9.1
13 No Problem	2.7	0.0	0.0	0.0	5.6	0.0	0.6	0.0	0.0
14 Lack of Recognition	4.0	1.4	11.1	0.0	0.0	0.0	9.0	5.9	9.1
15 Safety	2.7	2.7	0.0	3.7	0.0	0.0	3.6	6.7	0.0
16 Material Problems	22.7	10.8	0.0	0.0	8.3	0.0	17.4	21.8	0.0
17 Equipment Problems	28.0	9.5	0.0	11.1	5.6	0.0	23.4	22.7	0.0
18 Transportation	5.3	6.8	0.0	0.0	2.8	0.0	4.8	10.1	0.0
19 Supervisors Complaints About Employees	2.7	9.5	11.1	0.0	0.0	0.0	1.8	13.4	27.3
20 Unfair Evaluations	0.0	5.6	0.0	0.0	0.0	0.0	3.0	2.5	9.1
21 Red Tape	0.0	2.8	0.0	4.0	12.2	0.0	0.0	3.4	0.0
22 Abusive, Inconsiderate Supervisors	18.5	5.6	0.0	0.0	2.7	0.0	26.3	25.2	0.0
23 Inspections	0.0	0.0	0.0	8.0	0.0	0.0	1.2	1.7	0.0
24 Lack of Cooperation	3.7	2.8	0.0	2.7	1.4	11.1	8.4	5.0	27.3
25 Salary	0.0	2.8	0.0	2.7	0.0	0.0	2.4	4.2	0.0
26 Job Changes	0.0	5.6	0.0	1.3	5.4	0.0	2.4	0.8	0.0
27 Lack of Communication	3.7	25.0	40.0	0.0	10.8	0.0	9.0	10.	9.1
28 Supervisors Not Doing Their Jobs	0.0	0.0	0.0	18.7	12.2	33.3	2.4	3.4	0.0
29 Supervisors Lack of Understanding for Employees	3.7	2.8	0.0	2.7	5.4	0.0	7.2	5.9	0.0
30 Rules and Regulations	0.0	2.8	0.0	0.0	0.0	11.1	0.0	0.0	0.0
31 Training	0.0	2.8	0.0	0.0	0.0	0.0	1.2	2.5	0.0
32 Customers	0.0	2.8	0.0	5.3	5.4	11.1	6.0	5.9	0.0
33 Unions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
34 General Complaints Against Supervisors	3.7	8.3	0.0	6.7	4.1	11.1	4.8	3.4	18.2
35 Too Much Time Spent for Job	3.7	0.0	0.0	0.0	1.4	22.2	0.0	1.7	9.1
36 Quality of Work Life	18.5	11.1	0.0	8.0	5.4	33.3	12.6	11.8	36.4
37 Chain of Command	3.7	2.8	0.0	1.3	8.1	0.0	2.4	10.9	0.0
38 Personal Problems	0.0	0.0	0.0	0.0	0.0	0.0	3.6	0.8	9.1
39 Organizational Problems	0.0	0.0	0.0	0.0	6.8	11.1	0.0	3.4	0.0
40 Civilian/Military Interface	7.4	5.6	0.0	0.0	4.1	22.2	1.8	3.4	9.1
41 Hostility Toward Researcher	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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