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EVALUATING A CHAPLAIN CORPS CHANGE INITIATIVE: EXAMINING THE
RELATIONSHIP BETWEEN CHANGE BELIEFS AND JOB SATISFACTION

by

STEVEN T. SILL

A DISSERTATION

Presented to the Faculty of the University of the Incarnate Word
in partial fulfillment of the requirements
for the degree of

DOCTOR OF PHILOSOPHY

UNIVERSITY OF THE INCARNATE WORD

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I give thanks for my wonderful family, especially my wife and children and grandchildren, but also my parents and grandparents who set the example of faith, humor, hard work, and generosity.

Steven T. Sill

DEDICATION

I dedicate this work to Linda, whose loving support and co-ministry made my time as an Air Force chaplain so delightful. She has always been a wonderful wife, mother, teacher, encourager, and friend.

EVALUATING A CHAPLAIN CORPS CHANGE INITIATIVE: EXAMINING THE RELATIONSHIP BETWEEN CHANGE BELIEFS AND JOB SATISFACTION

Steven T. Sill, Doctor of Philosophy

University of the Incarnate Word, 2016

The Air Force Chaplain Corps is experiencing a period of rapid change that challenges traditional approaches to providing ministry for Air Force personnel. The need for an effective chaplaincy has never been greater; the Air Force's critical manning shortages and worldwide duty requirements are adding stress and uncertainty to the lives of Airmen (Losey, 2015). To better support these Airmen the Chief of Chaplains directed a change initiative aimed at increasing the effectiveness of unit-based ministry, including aggressive goals for the amount of time spent in direct unit engagement.

This study utilized a survey to explore beliefs of Chaplain Corps personnel regarding the change initiative and the relationship of those beliefs to job satisfaction. Items from two existing instruments were used in the survey, the Organizational Change Recipients' Beliefs Scale (Armenakis, Bernerth, Pitts, & Walker, 2007) and the Job Satisfaction Survey (Spector, 1997). Additionally, open-ended questions gave respondents the opportunity to express their opinions and attitudes in their own words.

The study revealed agreement with some aspects of the change initiative and highlighted areas which could be addressed to better facilitate change implementation. Personnel agreed with the importance of increasing the effectiveness of unit ministry, but many at the wing or unit

level, expressed a sense of time pressure and difficulty with meeting conflicting demands. Job satisfaction was found to be generally positive and was related to change beliefs.

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Chapter One: Background and Overview

Change is an inevitable part of organizational life, but this does not mean that change is easy. Organizations may be tempted to see the future as “a continuation and extrapolation of the present with a few improvements here and there, a mixture of extending the lines on the chart with a little wishful thinking thrown in” (Bateson, 2007). Such a perspective is not likely to be adequate for most organizations in the atmosphere of rapid change which is a part of contemporary life. Organizations often acknowledge the need for change but experience difficulty in implementing and guiding the change. Understanding members’ beliefs concerning change is a key factor in understanding the process of change within the organization (Bisel & Barge, 2011; Carmeli, Schaubroeck, & Tishler, 2011; Cawsey & Deszca, 2007; Colenso, 2000; Gerras & Wong, 2013).

Context of Study

The Air Force Chaplain Corps is experiencing a period of change which is more comprehensive and more challenging than at any time in its more than 60 year history. In December 2015 Air Force Chief of Staff, General Mark Welsh warned that the “Air Force risks burning airmen out. Virtually every mission area faces critical manning shortages” (Losey, 2015). Both the Chaplain Corps and the entire Air Force have been reduced in size (with further reductions to follow) but are still expected to perform their key missions (Losey, 2014). This expectation is expressed in the hopeful words “A smaller but superb Air Force Chaplain Corps will continue to provide spiritual care and ensure the free exercise of religion for Airmen and their families, in our chapel communities and military work centers, at home and deployed” (United States Air Force, 2012). This task will not be easy to accomplish. In addition to

manpower cuts, chapel budgets have been significantly reduced, making it more difficult to provide the programs and personal support needed by Air Force personnel.

Cultural changes within society and in the military are also bringing customary chaplaincy practices into question. Though their numbers may be few, there are military members who have complained if they feel that chaplains (or other people of faith) are too open in their religious expression. Public prayers are sometimes criticized if they are seen as too sectarian. An example of resistance to traditional religious expression was the decision to remove Gideon Bibles from guest quarters in Navy Lodges (Myers, 2014). The implications of that decision remain in question, but it exemplifies the type of controversy which is no longer unusual. In another incident an Army chaplain was reprimanded for using Bible quotations while providing training on suicide prevention (Tan, 2014). Commanders and chaplains are sometimes left wondering what is safe to do in a public setting.

And not all change is simply a response to outside pressures. Many chaplains see change as a positive opportunity to develop a more effective response to the needs of their people. They understand that the process of planning for and guiding change is a key part of their mission. “These challenges present an opportunity for the Chaplain Corps to step forward as catalysts for hope, elevating the resilience of our Airmen and their loved ones in a demanding, transitional time” (United States Air Force, 2012, p. 3).

Military personnel face personal stress, family and financial challenges, frequent deployments and even the risk of injury or the loss of life. Chaplains reach out to these personnel with encouragement, counsel, and spiritual support. Studies have shown that people who identify spiritual values in their lives tend to experience better physical health and a more positive state of mind than others (Green & Elliott, 2010). This is true even when controlling for other factors,

such as work, family, social involvement, and financial status. Higher levels of religious involvement have also been positively correlated with stronger feelings of self-worth (Krause, 2009).

In addition to being healthier, people with higher levels of spirituality have also been found to be more effective in their daily lives and in their leadership activities. Spiritual values such as integrity, honesty, humility, respect, and fairness have been shown to positively affect people and organizations (Reave, 2005). Another study found that those who attended religious services enjoyed better mental health, improved social relationships, more marital stability, and even a lower mortality rate (Strawbridge, Shema, Cohen, & Kaplan, 2001).

The Chaplain Corps serves all Air Force members, not only those who participate in religious activities. Chaplains provide confidential counseling on personal, family, financial, and work issues. They provide unit training on such topics as resiliency, character development, suicide prevention, marriage enrichment, and parenting. As the Chaplain Corps deals with funding and manpower cuts it faces challenges which may diminish the level of support it is able to provide to military members and families.

Problem

The mission of the United States Air Force Chaplain Corps is to “provide spiritual care and ensure all Airmen and their families have opportunities to exercise their constitutional right to the free exercise of religion” (United States Air Force, 2012, p. 5). Chaplains are committed to their work and believe they can have a powerful positive impact on the health and wellbeing of Air Force members and the Air Force institution as a whole. Yet the Chaplain Corps is experiencing a time of unprecedented change, driven largely by Air Force mission changes,

military and Chaplain Corps funding reductions, and cultural changes in society and in the military.

Change is an expected experience for any organization. But the level and pace of change vary greatly. Organizations sometimes assume and act as if change can be addressed by periodic evaluations and planned adjustments, followed by periods of relative calm. Unfortunately such an approach does not consider the increasing pace of change and is likely to leave members of the organization frustrated and feeling that change is too rapid and unplanned (Hoisington & Vaneswaran, 2005). Lack of clarity and prioritization in change initiatives can also give team members a sense of frustration and “change fatigue” (Vestal, 2013). Change messages can be perceived negatively and increase resistance to change unless organization members understand and buy into the importance and direction of change (Bisel & Barge, 2011). People’s reaction to a change initiative is affected by their perception of the potential benefits and costs of the change (Cawsey & Deszca, 2007).

In response to the priorities set by Air Force leadership, the Chaplain Corps announced an initiative to increase the percentage of time its personnel spend in direct support of military units outside the traditional chapel setting. The goals announced in 2013 include the following: personnel should spend 65-70% of man-hours in Warrior Care, spend a minimum of 45% of man-hours in squadron-focused Warrior Care (SqFWC), and visit 80-94% of units monthly (Office of the Chief of Chaplains, 2013). Warrior Care is the Chaplain Corps’ term for direct support of military personnel through counseling, work-station visits, religious services, or in other ways. Many units and individuals have not yet been able to meet these goals.

In evaluating the progress of this change initiative and considering ways to enhance its effectiveness Chaplain Corps leaders are limited by their incomplete knowledge of the beliefs

and practices of Chaplain Corps members which may facilitate or hinder change initiatives. They also have little information concerning how current changes may be related to job satisfaction within the organization. In short, Chaplain Corps leaders have no systematic way to hear what their members are thinking and feeling concerning the changes underway. And member beliefs are central to the successful implementation of change (Holt, Armenakis, Feild, & Harris, 2007).

A limited amount of research has been undertaken evaluating change in religious and military organizations. Most available studies examine change in business, education, or healthcare settings. This gap in the literature is partly addressed by the current study. Limited research is also available which seeks to examine change from the perspective of member beliefs and the components needed for change success. Evaluation based on Kotter's (1996) eight step model has been suggested (Spencer & Winn, 2005), but no comprehensive, validated instrument for such a measure seems readily available.

Purpose of the Study

To take advantage of the opportunities change brings, the Chaplain Corps needs a clear understanding of the beliefs and attitudes of its members in relationship to the current change initiative. The findings can help planners gain insight into the level of support for change and the factors which may enable, empower, or hinder change and mission accomplishment. Studies have shown that team members' attitudes toward organizational change can be greatly influenced by the choices and actions of leaders (Choi, 2011). Chaplain Corps leaders have the responsibility to guide and direct change in a very challenging environment. The current change initiative reflects the Chaplain Corps' recognition that some valuable ministries and programs will "no longer be sustainable" (United States Air Force, 2012, p. 3). But it has been unclear what the members of the Chaplain Corps think about the change process underway. Are they in

favor of the changes outlined by leadership, and to what extent are they engaged in making change a reality? In addition to these questions there was also uncertainty over the relationship between members' beliefs concerning the change and their level of job satisfaction.

The purpose of the current study was to examine Chaplain Corps members' beliefs concerning the current change initiative, which centers on the implementation of the new goals announced in 2013. These beliefs were examined in light of organizational change literature, with data being gathered through a survey based on questions from the Organizational Change Recipients' Beliefs Scale (OCRBS) (Armenakis et al., 2007). Members' beliefs were evaluated in the areas of (a) discrepancy—belief that change is necessary, (b) appropriateness—belief that this change is the right choice, (c) efficacy—belief that we can successfully make the change, (d) principal support—belief that the organization supports the change, and (e) valence—belief that the change will benefit me (Armenakis et al., 2007).

The study also considered members' levels of job satisfaction and the relationship of job satisfaction to beliefs concerning change. Data provided insight as to whether more positive beliefs about change were related to higher levels of job satisfaction. For the examination of job satisfaction the survey included questions from the Job Satisfaction Survey (Spector, 1997).

The findings provided insight into members' beliefs and attitudes concerning the current change initiative process. They may have also identified barriers which hinder that process. A recent workshop with Air Education and Training Command Chaplain Corps personnel identified their belief that conflicting priorities and challenges in time management were primary barriers to attainment of change initiative goals. This study helped to clarify to what extent this is the case, and to what extent other factors play an important part in determining the success of the

change initiative. The information gained may be useful to Chaplain Corps members as they develop future plans and programs.

Participation in the study's survey may also have benefited the Chaplain Corps by allowing its members to share their beliefs and express their opinions concerning the change which is taking place. Such communication may have helped to give members a sense of involvement in the change process, increasing their interest in and commitment to the change, which can "increase the probability of successful change" (Rothermel & Lamarsh, 2012, p. 17). The survey served as a tool for facilitating upward communication from Chaplain Corps members to Chaplain Corps leaders, an important element in organizational communication (Robbins & Judge, 2011, p. 345).

Research Questions

The study sought to provide information on members' beliefs concerning the current change initiative, which factors in the change process were seen more positively and which less so, what barriers and continuing challenges to change implementation exist, the relationship between the change initiative and job satisfaction, and similarities and differences in the beliefs and attitudes of different demographic groups within the Chaplain Corps.

The following research questions were examined:

1. How positive are participants' overall change beliefs?
2. Are some beliefs concerning change (discrepancy, appropriateness, efficacy, principal support, and valence) rated more positively and some more negatively by Chaplain Corps members (Armenakis et al., 2007)?
3. What is the level of Chaplain Corps job satisfaction?
4. What is the relationship between change beliefs and job satisfaction?

5. What is the relationship of demographic factors to survey results?
6. What information is provided by analysis of the open-ended questions?

Studies have shown that heavy workloads combined with competing priorities and the need to meet the expectations of multiple constituencies can lead to frustration, a sense of stress, and vulnerability to burnout (Fontenot, Hawkins, & Weiss, 2012, p. 512). This study may help to determine if these issues are significant problems within the Chaplain Corps.

Research Design

To help deepen the understanding of the Chaplain Corps' current change initiative process and to provide insights for implementing future successful change a quantitative study was conducted which may help Chaplain Corps planners examine the beliefs and attitudes of Chaplain Corps members. Though primarily quantitative, the study included a qualitative element based on the evaluation of responses to open-ended questions. Participants included chaplains and chaplain assistants (enlisted service members assigned to the Chaplain Corps). Demographic questions identified personnel by grade, level of assignment, years of service, command assigned, and military status.

Questions allowed participants to provide information on the change initiative from their own perspective, and at their level within the organization. In addition to items from the Organizational Change Recipients' Beliefs Scale (Armenakis et al., 2007) and the Job Satisfaction Survey (Spector, 1997), other questions were developed in conjunction with members of the Air Education and Training Command Chaplain Corps staff and the Air Education and Training Command Studies and Analysis office who helped to provide face and content validity to the survey instrument. Internal reliability was validated by the use of Cronbach's *alpha*. The data gathered was evaluated using descriptive and inferential statistics.

The findings may provide valuable information for those seeking to make the most of the opportunities change presents.

Significance

This study provided insight into the relationship between organizational change beliefs and job satisfaction. It may also benefit those planning change in military and religious organizations. The review of literature for this study revealed that the preponderance of change literature focuses on corporate, educational, or healthcare settings. The study helps to fill the gap in research findings related to change in military and religious organizations. It also addresses the gap related to the limited information available on the relationship between members' change beliefs and job satisfaction. A clearer understanding of the issues necessitating change and of the process by which change is being implemented will allow planners to move forward more effectively (Boiarsky, 2004).

Certainly, a more complete knowledge of the issues related to change will enable Air Force Chaplain Corps leaders and members to address change more effectively and proactively, enhancing the service they provide now and in the future. Such change should allow the Chaplain Corps to increase its effectiveness in developing “spiritual fitness” which “goes hand in hand with greater well-being, less mental illness, less substance abuse, and more stable marriages, not to mention better military performance—an advantage that is particularly salient when people face major adversity such as combat” (Seligman, 2011, p. 149). In addition, the findings from this study provide interesting and applicable information for planners in all branches of the military, especially those working with Chaplain Corps and other support agencies.

Chapter Two: Literature Review

A review of literature revealed a number of significant factors which underlie this study. Organizations are challenged by the need to respond to change and to plan for and guide future direction. During periods of rapid change organizations may find these challenges even greater, and may be more likely to operate in a survival mode, rather than moving forward boldly (Bordia, Hobman, Jones, Gallois, & Callan, 2004).

A clear understanding of the environment and options the organization faces can provide decision makers with the information and confidence to address the issues of change, strategic planning, and methods for leading the organization into the future (Levinson, 2002; Robinson & Robinson, 2008). A number of sources have helped to identify factors which tend to lead to successful change. When considering an ongoing change initiative it is valuable to determine what resistance, both individual and organizational, may be impeding progress toward implementation and how this resistance may be overcome (Robinson & Robinson, 2008).

The focus of this study is planned change, developed and implemented on the organizational level. Such change is assumed to be purposeful, and should be directed toward the implementation of organizational strategy (Colenso, 2000, p. 9). But bringing about significant organizational change is not an easy task. Kotter (2008) found that in over two-thirds of cases change was not achieved or achieved with only limited success. Similarly, a survey of 1400 companies found only 20% to be highly successful in implementing change. This 20% saw three-fourths of change projects completed successfully; another 35% of organizations were found to be moderately successful; but the largest group of organizations—45%—were found to have below average success in implementing change (Jorgensen, Bruehl, & Franke, 2014).

Yet in spite of the difficulty of implementation, change is an undeniable part of modern organizational life. As one researcher noted, “change in organizations is pervasive because of the degree and rapidity of change in the external environment” (Cameron & Quinn, 1999, p. 6). Increased globalization, rapid changes in technology, cultural changes, reduced resources combined with increased competition, and uncertainty in geopolitical relationships are among the issues which challenge organizational stability and tend to make the status quo unsustainable (Jorgensen et al., 2014; Robbins & Judge, 2011). IBM reported that a comparison of data between 2008 and 2014 found that “the pace and magnitude of change have accelerated beyond even our expectations” (Jorgensen et al., 2014, p. 2).

Planned change is a purposeful “alteration of organizational components to improve the effectiveness of the organization” (Cawsey & Deszca, 2007, p. 2). The components being altered could include mission, vision, strategy, goals, structure, process, technology, and people. Because of the rapidly changing environment organizations tend to be moving away from the utilization of an overarching strategic plan and toward the practice of “defining a strategic direction and developing the competencies and capabilities the organization needs to enable it to pursue that direction” (Colenso, 2000, p. 23).

Organizations which are not able to adapt quickly may find themselves at a competitive disadvantage and may be forced to attempt to implement changes which only seem to be an effort to avoid falling behind. Such change efforts are not perceived as visionary and can be frustrating or discouraging to organizational members (Hoisington & Vaneswaran, 2005). More successful organizations see change as a natural part of their environment and their experience. They expect change, plan for change, and adjust proactively as the situation and their strategy alters (Thomas, Sargent, & Hardy, 2011).

External and Internal Drivers of Change

“There are both external and internal drivers of organizational change...external developments shape fundamental ground rules that no company can afford to ignore. In this sense they are the ultimate drivers of organizational change” (Child, 2005, p. 278). In the case of the Chaplain Corps the external factors driving change include funding and manpower cuts and cultural changes which suggest differing ministry priorities (Scogol, 2013). These factors can be seen as a part of an environment necessitating significant change. Such an environment calls for “the emergence of new rules and priorities... (and) marks the end of a previously successful mindset and of strategies that are no longer effective” (Dervitsiotis, 2003, p. 251). Internal factors driving change include decisions by Air Force and Chaplain Corps leaders to increase the focus on squadron-focused ministry, to better meet the needs of Airmen.

In response to a rapidly changing environment organizational leaders have the opportunity to initiate practical and responsive change. Chaplain Corps leaders are seeking to internally drive and guide change, implementing a strategy to “focus squarely on spiritual care and religious freedom for our Airmen and Joint Warriors and their families, both in sacred spaces and the military units where they work” (United States Air Force, 2012, p. 3). This change initiative is called Squadron Focused Warrior Care (SqFWC), and its intent is to re-focus chaplain ministry away from the chapel facility, to people where they live and work.

An example of an organization which went through a similar change is described in the case of a police department whose leaders determined to develop a focus on community policing. The force was led to build relationships with the community rather than simply focus on responding to criminal behavior. The goal was to “make a transformational change to become a learning organization with the goal of improving the delivery of police services” (Ford, 2007, p.

321). The initiative led to changes in attitudes and a more mutually supportive relationship between police and citizens. The previously existing situation called for change, but it was up to leaders within the police department to determine what direction that change should take and to overcome resistance to its implementation.

Similarly, leaders in the Chaplain Corps have been faced with a changing environment and have had the opportunity to set new direction including the current change initiative. Periods of rapid change are not always received positively by organizational members. One study of a government agency facing significant budget and manpower cuts found that a sense of crisis developed. This crisis led to creativity on the part of some supervisors and in some work groups but also caused resentment and increased resistance to change on the part of other workers who felt that their jobs were threatened or that they were being asked to do more with less. Overall, the sense of crisis inhibited change more than facilitating it (Kelman, 2006).

The challenge for the Chaplain Corps is to respond to the need for change with significant new direction, while avoiding the problems associated with a crisis mentality. This study helped to evaluate member beliefs concerning the direction and magnitude of changes currently underway and the relationship between those beliefs and job satisfaction.

Change Beliefs and Implementing Successful Change

The focus of this study was the beliefs organization members have concerning a change initiative and the relationship of those beliefs to job satisfaction. In evaluating member beliefs concerning change it is informative to consider the elements of successful organizational change as described in change literature. Lewin (1951) described three steps in change process: unfreezing, movement, and refreezing. The unfreezing stage includes determining the need for change and planning its implementation. The movement stage refers to the actual change

process, and the refreezing stage is the time when the change becomes an established part of organizational practice (Lewin, 1951)

Expanding on Lewin's framework Kotter (1996) in *Leading Change* described an eight-step process for implementing planned change:

1. Establishing a sense of urgency.
2. Creating the guiding coalition.
3. Developing a vision and strategy.
4. Communicating the change vision.
5. Empowering broad-based action.
6. Generating short-term wins.
7. Consolidating gains and producing more change.
8. Anchoring new approaches in the culture (Kotter, 1996).

The first four of Kotter's steps seem to expand on Lewin's "unfreezing" stage. Steps 5 through 7 describe Lewin's "movement" stage. And step 8 is similar to Lewin's "refreezing" stage. Lewin's terminology seems to imply that change is a linear and well-defined process, but Child (2005, p. 293) points out that the "unfreezing" and "refreezing" nomenclature should not be taken as suggesting "stable and rigid organizational behavior and procedures."

Spencer and Winn (2005) recommend that organizations planning change should review Kotter's 8-step model to increase the likelihood of successful change. They also suggest that this model can be used to evaluate a change process in progress or retrospectively (Spencer & Winn, 2005). In the current study Kotter's (1996) model, in combination with similar works by other

writers, served as a backdrop in the exploration of the Chaplain Corps change initiative and the beliefs of members concerning the change.

Though there is wide agreement that although change is important and unavoidable, many change efforts are not completed successfully (Child, 2005). Resistance to change is natural and can be surprisingly strong (Auster, Wylie, & Valente, 2005; Dawson, 2003; O'Brien, 2009). This study has also revealed barriers and resistance to the Chaplain Corps change initiative and suggested information on how these may be addressed.

In addition to Kotter's (1996) 8-step model several additional guides to effective change were considered. These are described below. The first list comes from Kotter himself (2014) and is a revision of his classic model. The changes are described as responsive to a more flexible and dynamic environment, with less emphasis on leadership by organizational hierarchy.

Kotter from *Accelerate* (Kotter, 2014)

1. Create a sense of urgency.
2. Build a guiding coalition.
3. Form a strategic vision and initiatives.
4. Enlist a volunteer army.
5. Enable action by removing barriers.
6. Generate short-term wins.
7. Sustain acceleration.
8. Institute change (Kotter, 2014).

IBM conducted an extensive study based on responses from nearly 1400 organizations in 48 countries around the world. These were the top six elements identified as important factors in successful change:

1. Top management sponsorship.
2. A shared vision.
3. Corporate culture that motivates and promotes change.
4. Honest and timely communication.
5. Ownership by middle management.
6. Employee involvement (Jorgensen et al., 2014).

Dale Carnegie & Associates who provide corporate training seminars provide a 6-step model which they believe “can help leaders prepare for change, engage their employees through the change, and drive positive outcomes.” They suggest their model “allows leaders to take a structured approach to organizational change, while maintaining flexibility in implementation” (Carnegie, 2011, p. 1):

1. Establish a motivation for change.
2. Analyze the situation.
3. Plan the direction.
4. Implement the change.
5. Review the direction.
6. Adopt or adjust (Carnegie, 2011).

Cameron and Quinn (1999) in *Diagnosing and Changing Organizational Culture* provide their own list of important actions in implementing change.

1. Identify small wins.
2. Generate social support.
3. Design follow-up and accountability.
4. Provide information.

5. Measure.
6. Create readiness.
7. Explain why.
8. Hold a funeral (celebrate the past in preparation to moving on).
9. Implement symbolic change as well as substantive change.
10. Focus on processes (Cameron & Quinn, 1999).

Cornell University developed the following checklist for best practices in change leadership. The checklist was designed for use by those within the university community engaged implementing change.

1. Leader must lead the change.
2. Preach the need for change.
3. Create a clear vision.
4. Identify and understand needs and motivations of stakeholders.
5. Identify decision-makers; empower them.
6. Identify those who need to be consulted; engage them.
7. Develop comprehensive communication plan early on.
8. Maintain continuous, targeted communication with stakeholders.
9. Translate vision into SMART (specific, measurable, accountable, reasonable, time-bound) goals.
10. Develop objectives with concrete deliverables.
11. Visibly tackle obstacles to change.
12. Track progress; recognize short-term wins, visible performance improvements.
13. Embed changes in the organization.

14. Institutionalize new approaches (Cornell University, 2009).

The points highlighted in these various sources contain many repeated or overlapping concepts. These have been combined into six themes and summarized for this study. The themes identified may be stated as

- Urgency (value and importance of the change),
- Vision (clear change direction and implementation plan),
- Communication (effective sharing throughout the change process),
- Teamwork (inclusive planning, implementation, and evaluation of change),
- Progress (removal of barriers, measurement of progress toward realistic goals),
- Focus (continuing emphasis, evaluation, and needed refinement).

Evaluation of member beliefs concerning a change initiative might be expected to find opinions related to such themes as these. Additionally, member beliefs clearly influence the success or failure of such an initiative. Considering these elements of successful change helped to provide the background for the study of member beliefs. Each of these elements is affected in a variety of ways by member beliefs. In the current study Chaplain Corps change beliefs were examined with their relationship to the process of successful change in mind.

The six suggested categories of successful change elements reflect an attempt to summarize inputs from the several sources listed. They are by no means the only summary which could be presented. Looking at this suggested list of elements, however, may help in the consideration of the relationship between change and the beliefs of those experiencing that change. Such elements as urgency, vision, communication, teamwork, progress, and focus suggest beliefs and actions which research indicates are likely to bring successful change (Jorgensen et al., 2014). The beliefs of members related to the changes they experience and the

relationship of those beliefs to job satisfaction were the focus of the current study. Member beliefs play an important part in determining the outcome of any change initiative.

Change beliefs and urgency—the value and importance of the change. “The number one problem in leading change is creating a sense of urgency” (Kotter, 2008, p. 13). Kotter began his list of important change elements with “establishing a sense of urgency” (Kotter, 1996, p. 21). He has continued to highlight this point and increase its emphasis in his later writing (Kotter, 2008). Deetz, Tracy, and Simpson (2000) also point out that many change efforts fail because a sense of urgency is lacking. Because the pull of the status quo is strong there must be an even stronger reason that change is required. Part of establishing a sense of urgency is helping members to see what serious consequences can be expected if change does not take place (Kotter, 2008). An important task for leaders who wish to lead and guide change is to build support by sharing “the reasons behind and the potential benefits of change in order to create a feeling of urgency and necessity” (Lewis & Grosser, 2012, p. 672).

People naturally ask whether a change is worth the effort. If enthusiasm for the proposed change is not generated within the organization serious problems are likely. Involvement of team members throughout the organization is required for significant change. Generating enthusiasm for the change greatly enhances the likelihood of successful implementation (Colenso, 2000).

For significant change efforts to succeed the involvement and active participation by senior leadership is extremely important (Jorgensen et al., 2014). Choi (2011) points out that attitudes toward change within the organization can be greatly influenced by the attitudes and actions of leadership. Effective leaders realistically determine the need for change and are successful at energizing organization members to embrace change and move forward together (Cawsey & Deszca, 2007; Herold, Fedor, Caldwell, & Liu, 2008). The sense of urgency is the

force which moves change toward successful completion. “A real sense of urgency is a highly positive and highly focused force” (Kotter, 2008, p. 8).

The current study evaluated participant change beliefs under five headings (Armenakis et al., 2007), discrepancy (belief that change is needed), appropriateness (belief that the current change is the right choice), efficacy (belief that the change can be successfully implemented), principal support (belief that the organization supports the change), and valence (belief that the change will benefit me). The category most clearly related to urgency is the category of discrepancy (that change is needed). Member beliefs are the basis for the sense of urgency or complacency which an organization experiences as it attempts to implement change.

Change beliefs and vision—clear change direction and implementation plan. Closely related to urgency is the necessity of creating a vision toward which the organization will move. Urgency underscores the need for change while vision provides the direction of that change. “Planned change is usually driven from the top of an organization, and top management is influential in setting the agenda for change. The agenda...often includes a blueprint for specific change in the organization” (Child, 2005, p. 284). Kotter (1996) suggests, however, that ideally this vision should not come from the senior leader alone, or from a small group of senior people, but should include involvement and inputs from a wider leadership cadre. Such involvement can help leaders craft a vision which takes into account the perspective of many who will work to make the change a reality. Such input can also help to ensure that goals established are realistic and attainable.

A clear change vision is a powerful motivator. It can pull members toward an exciting new reality, rather than having to push them toward new goals through arguments and quotas (Cawsey & Deszca, 2007). To help develop this change vision leaders evaluate both the external

environment and the organization's strengths and resources (Cawsey & Deszca, 2007). Simpson and Hill (2004) describe a performance management system in which vision, values, and strategy drive change and are the keys to moving the organization from where it is to where it desires to be.

A clear statement of vision helps participants understand the values of the organization and its leaders. People are positively influenced when they believe the organization reflects their own values and is moving in a way they can support. People will follow a leader who is able to help them see the vision for the future (Herold et al., 2008). Mourkogiannis (2006) points out that the most effective organizations are those with clear purpose. Such organizations find vision, mission, and values coming naturally from that purpose. Members coalesce around that purpose and vision (Mourkogiannis, 2006). IBM's study of nearly 1400 organizations found that having a shared vision was one of the most important factors in successful change (Jorgensen et al., 2014).

A clear vision is an effective response to the urgent situation which calls for change. As a part of the vision change leaders "explain longer term advantages; identify common benefits and present the potential of change" (Carnall, 2003). As they embark on the change journey people like to know where they are headed. A clear goal is a powerful element in helping people see the value of change and in understanding their place in that change (Herold et al., 2008).

As the vision is developed it comes to include specific change strategies, steps, and goals. These goals should be measurable, and progress toward them serves as a clear indicator of the level of success of the change initiative. Measures might include such things as surveys or other feedback from team members, quantitative reports of operations or productivity, or responses from customers. Effective measurement goes well beyond subjective or anecdotal reports

(Cameron & Quinn, 1999; Cornell University, 2009). In the current study member beliefs helped to provide an understanding of the extent to which a vision for the change has been imparted.

Change beliefs and communication—effective sharing throughout the change process. To have an impact the clear vision must be effectively communicated. In a nationwide survey 73% of business leaders identified “establishing and communicating a compelling case for change” as a top element in changing attitudes and behavior (Jorgensen et al., 2014, p. 7). This is particularly important since many people tend to perceive announcements of pending change negatively (Bisel & Barge, 2011). People generally respond to a change initiative in keeping with their own perceptions of the likely benefits or costs of that proposal (Cawsey & Deszca, 2007). A comprehensive and successful communication program is a vital part of helping members see the value of the anticipated change.

For a significant change initiative the communications program should be well planned, comprehensive, and ongoing (Colenso, 2000). It is certainly not enough to simply announce the expected changes and expect everyone to understand and respond. The failure to implement an effective communication program can easily lead to resistance to change, as a “climate of uncertainty and ambiguity” is allowed to develop (Dawson, 2003, p. 19).

Even when the change vision is clear to those who have been involved in its development it may be communicated inadequately or ineffectively. This “under communication usually occurs when the vision remains the property of upper managers. They may be clear about where they are going, but the various instructions and directives they send out do not carry the vision” (Deetz et al., 2000, p. 45). Members have been found to be far more likely to embrace a change initiative vision if they understand the reasons behind the change (Robbins & Judge, 2011). That understanding is developed through an effective communication program.

The communication program should do more than simply present facts. Members' attitudes toward anticipated change must also be taken into account. Because resistance to change should be expected, change leaders should communicate "emotionally compelling needs that communicate not only new stretch goals but goals that excite and arouse determination" (Kotter, 2008, p. 57). Such communication is a part of establishing the sense of enthusiasm and excitement which can carry the change initiative forward.

The selection of methods chosen to deliver the change message is an important part of the process. Sending out memos and emails and posting new goals and quotas is not enough. IBM found that successful change leaders do not simply "send out announcements or sporadically talk to their employees. Instead, they are 50 percent more likely than other organizations to take advantage of multiple communication channels and seek collaboration across the entire organization" (Jorgensen et al., 2014, p. 9).

It is also important to avoid communication overload. If communication concerning change is received through daily routine channels it may be overlooked among the numerous emails which materialize or announcements which are read at staff meetings. And frequent change messages can easily be ignored if they appear repetitive or uninteresting. Communication programs which are varied in the methods and media employed, while providing a consistent and expanding message are most likely to be effective (Vestal, 2013).

Successful communication is not a one-way street. Leaders in organizations which are successful at implementing change are much more likely to engage in two-way communication than are those in less successful organizations. The successful change leaders "listen, invite feedback, and act upon what they learn" (Jorgensen et al., 2014, p. 9). This is true for several reasons. Team members who feel that they have a voice in decision making are more likely to choose to

be involved in making change a reality, and leaders who listen to their followers can receive valuable input to help improve the goals and process of change. Researchers found “listening, considering and acting upon employee suggestions is the key driver for project success” (Jorgensen et al., 2014, p. 10). The same study found that of the most successful change leaders 71% welcomed employee suggestions and acted on those suggestions; only 52% of leaders in other companies did the same (Jorgensen et al., 2014). The current study gave Chaplain Corps member the opportunity to share their feelings with leadership.

The level of success in communication related to current changes may be clarified by the extent to which members have accepted the importance and direction of current changes and by the level of support for change they believe exists within their organization. The effectiveness of communication in the Chaplain Corps will also be explored through survey questions related to job satisfaction (Spector, 1997).

Change beliefs and teamwork—inclusive planning, implementation, and evaluation.

“Gather people as you go. There are multiple ways to achieve your change, but the ways that bring friends with you are easier and more fun” (Cawsey & Deszca, 2007, p. 381). Teamwork is key to any change initiative. Most effective change efforts include teamwork at every stage, from the assessment of the need, to the development of the vision and plan, to communication and implementation, and on through the follow-up (Colenso, 2000). Including people from multiple levels within the organization in the assessment and development stage can help to ensure their commitment to the plan and involvement in its implementation (Beer, Eisenstat, & Spector, 2011). Spencer and Winn (2005) also found in an educational setting that faculty, staff, and students were much more supportive when implementing a change plan if they had participated in the creation and development of the plan.

A technique utilized by some organizations is to “adopt flexible project team configurations that bring people together across levels and activities to work on proposals for improvement” (Child, 2005, p. 278). These teams serve as examples of the growing practice of encouraging change ideas to come from members throughout the organization in an open and flexible way, rather than expecting all change direction to come from the top down (Kotter, 2012). Involving implementation team members from diverse levels within the organization has also led to more successful change (Higgins et al., 2012). Positive elements in encouraging participation from throughout the organization are “engagement, access, feedback, commitment, and communication” (Carnall, 2003, p. 31).

To enliven change leadership throughout the organization senior leaders must be willing to share some of their power and prerogative. This can be described as being willing to let go (Auster et al., 2005). Leaders who align their organizations toward a vision can give team members the freedom to discover the best ways to move toward that vision. Letting go “means providing minimum specifications and letting folks discover the best way to accomplish what needs to be done” (Auster et al., 2005, p. 152). Leaders can make a mistake when they try to manage change too tightly (Deetz et al., 2000). Change processes are quite complex, and flexibility can be a real benefit in moving change forward. “Giving folks room to run with change can lead to amazing results” (Auster et al., 2005, p. 151).

One reason that a team approach to planning and implementing change is most effective is that no one leader or small leadership group is either omniscient or omnipotent. “It is hazardous to believe that senior management can plan the whole of an organizational change in advance, especially if it is of major proportions” (Child, 2005, p. 306). Different leaders within the organization can be expected to have different gifts and abilities which may equip them best

for guiding different parts of the change effort (Battilana, Gilmartin, Sengul, Pache, & Alexander, 2010).

Those planning change need to ask themselves how the change will affect people throughout the organization. Simply put, “unless people believe in and support the change it is doomed to failure” (Colenso, 2000, p. 10). Stated more positively, team members “play a crucial role in facilitating the change process” (Alasadi & Askary, 2014, p. 35). This statement may seem obvious, but its significance is sometimes overlooked by those planning for and attempting to implement change. Building team momentum for change is a vital part of the successful change process. And to build that momentum it is important for change leaders to understand their teammates. One researcher found that “considering employees’ needs, empowering employees, implementing the change strategies and helping employees witness change as it takes place were all found to be strongly related to the success of organizational change” (Alasadi & Askary, 2014, p. 29).

To understand their organization and its members leaders need to be willing to listen. Rothermel and Lamarsh (2012) found that targets of change (employees) become partners in change when they are allowed and encouraged to share their ideas and concerns with management. In a healthy organization followers are given a voice. Their insight and influence can be an energizing force. Such open communication gives followers “the ability to influence leaders and contribute to the improvement and attainment of group and organizational objectives” (Crossman & Crossman, 2011, p 484). Chaleff (2009) emphasizes the need for followers to stand up to leaders, to enhance the performance of both leaders and organizations. Such two-way communication can be tremendously valuable when an organization is undergoing rapid or significant change. To be successful “everyone from the CEO down to the front line

employees need to have a place” in the process of making change a reality (Cady, Jacobs, Kollera, & Spalding, 2014, p. 38).

Team members are more likely to respond to the implementation of new goals and metrics if they have had a voice in developing those goals (Cawsey & Deszca, 2007). Involvement in developing a plan is likely to give members a sense that they are willing participants rather than subjects for someone else’s directives. This is important in a time of change when it may seem to members that they are being expected to increase productivity or do more with less (Kotter, 1996). In a positive example involving change within a police department, “the development of a new norm became possible because departmental employees were involved in all stages of the change effort” (Ford, 2007, p. 322). These stages included providing vision, developing plans, implementing plans, evaluating action taken, and planning new initiatives. Team members had a stake in fulfilling the goals they themselves had helped to set.

Moving an organization forward as a team requires the urgency, vision, and communication mentioned above. This is true because “change requires an internal change by organizational members. Internal change is seldom generated by simply telling people what to do and requiring compliance. People must embrace such changes for themselves, make them their own” (Deetz et al., 2000, p. 45). In engaging in open communication change leaders both learn from their followers and motivate those followers to become co-creators of the change process. “The change management philosophy should be built around the premise that everyone has a stake in the change and that everyone has a role to play” (Rothermel & Lamarsh, 2012, p. 18). The current study of member beliefs has helped to shed light on the level of teamwork which has developed concerning the current Chaplain Corps changes.

Change beliefs and progress—removal of barriers, measurement of progress. Kotter (1996) writes of the need for generating short term wins and of the importance of enabling action by removing barriers. Other writers speak of identifying small wins, establishing clear objectives and metrics, tracking progress, tackling obstacles, and adjusting and adapting (Carnegie, 2011; Cameron & Quinn, 1999; Cornell University, 2009). All these and other factors go into the important step of creating and sharing progress as the change process unfolds.

Defining clear and realistic goals is a basic element in generating successful progress. Leaders and planners may underestimate the complexity of change, the resistance change may face, and the time change implementation may take. In a survey examining successful organizational change IBM found that a shortage of resources and an underestimation of the complexity of the change initiative were two of the top three challenges to implementing change (Jorgensen et al., 2014). These factors suggest that in some cases the goals for a change initiative may not be realistic. If goals are not realistic they are unlikely to be met, and frustration may discourage the change effort. When establishing goals it is important to gather input from the people who will be involved in meeting the goals and with others with experience in similar situations (Carnall, 2003).

This does not mean, however, that measurable goals and metrics should be avoided. On the contrary, such specific feedback can be extremely helpful in determining how a change initiative is progressing. It is valuable to set “specific goals by defining small, clear steps, identifying and publicizing critical milestones and assigning firm deadlines” (Carnall, 2003, p. 104). The content of the goals and metrics is extremely important. Such measures obviously influence what people think and do. “What gets measured affects the direction, content, and outcomes achieved by a change” (Cawsey & Deszca, 2007, p. 321). People are likely to try to

meet a goal or metric even when they believe the action required is ill-advised. Such behavior can be discouraging to the employee and counter-productive to effective change (Cawsey & Deszca, 2007).

One reason people are wary of change is their fear that they will be expected to work harder or produce more. Implementing a team approach to change requires that such concerns be met. “Dealing with and implementing new practices and processes often costs employees considerable effort and time. The organization, if it is to be credible in the eyes of its people, must provide the resources to cover that lost time” (Colenso, 2000, p. 175). People may reasonably ask how they can be expected to take on something new and still fulfill their regular duties. Change initiatives may fail if team members become frustrated and feel that no one understands their concerns (Colenso, 2000).

In the current study members were asked to report on their level of confidence that the proposed change can be successfully implemented. In both their Likert-type responses and the responses to open-ended questions members have clarified both progress they have experienced and barriers which still remain.

Change beliefs and focus—continuing emphasis, evaluation, and refinement. “The goal is for the organization to effectively and efficiently operate in the new way—and know how to keep doing so” (Rothermel & Lamarsh, 2012, p. 17). For this to happen it is important for change leaders (to use a sports maxim) not to take their eyes off the ball. Successful change requires follow-through and continued attention (Kotter, 1996). Many change initiatives are announced, partially implemented, and quietly forgotten. To ensure that change is actually taking place continued attention and ongoing evaluation are essential. Evaluation may show that

alteration in the details of the initiative is required; this is also a part of successful change (Carnegie, 2011; Cameron & Quinn, 1999).

There is a danger that leaders may lose their focus on the change initiative. This can lead to discouragement for those who believe in the change and a good excuse to ignore the change guidance for those who were never very supportive in the first place (Cummings et al., 2013). People may assume leaders didn't think the change was very important after all. In order to keep change moving forward continued emphasis is required; "communicating with employees prior and during change in terms of quantity and quality is very critical for change to succeed" (Alasadi & Askary, 2014, p. 39).

Gathering feedback in a variety of ways helps leaders to see how effectively the change is being implemented and to clarify what additional steps may be needed. It is important for participants to hear how the change is going and what benefits have already been seen. One suggestion is to "involve people by asking for suggestions; specify milestones, ask for feedback, and publicize ways in which suggestions and feedback are utilized" (Carnall, 2003, p. 105). Such publicity can keep the change vision and progress active in the minds of team members and encourage their continued engagement.

To anchor the changes in organizational culture it is important for people to understand the positive effect new behaviors, processes, and attitudes have had (Kotter, 1996). Effective change leaders will also "take sufficient time to ensure the next generation of top managers fully accept the change and are prepared to enhance it rather than allow it to erode" (Child, 2005, p. 295). Spencer and Winn (2005) found that in a long-term change initiative lasting over several years publicizing and celebrating milestones reached along the way was one of the keys to success.

Keeping a positive focus on the change as it is being implemented, and afterward, relates to the other themes mentioned above. Such continued focus underscores the urgency of the change. It also serves as a reminder of the change vision. This focus is a part of the communication plan for the initiative and helps to maintain a sense of teamwork. And it clearly shows the progress needed to keep the change moving forward. In the current study open-ended questions gave participants the opportunity to express their opinions as to the current level of success of the change initiative and their expectations for the future.

Change Beliefs and Barriers to Change

The time, research, and resources spent on motivating and guiding change serve as a reminder that change is not easy. Research has shown that planned change is successfully implemented less than half the time; it is more likely to be only partially implemented or not implemented at all (Kotter, 2008; Jorgensen et al., 2014). Among other reasons, “change initiatives may fail due to inadequate resources, insufficient time or unclear communication” (Colenso, 2000, p. 182).

Identifying barriers. For any significant change, expect resistance (O'Brien, 2009). An analysis of case studies found that long-term needs of an organization can drive change; barriers serve to block the needed change; and identifying the barriers is an important step in planning successful strategies to move forward (Lozano, 2013). Understanding the sources, details, and implications of barriers is a key step in resolving the issues involved (Auster et al., 2005). Understanding member beliefs concerning change can help to clarify what barriers exist and the best methods for overcoming them.

Natural resistance. What Newton discovered in the physical world seems to be true in the organizational world as well—a body at rest tends to remain at rest. This first law of motion

is also known as the law of inertia. Things tend to remain as they are, and they continue to head in the direction they are headed. Change requires energy and force in the physical world, and the same is true in the world of people.

Lewin's (1951) change model speaks of unfreezing, moving, and re-freezing. His insights highlight the fact that “individuals must ‘unfreeze’ or overcome inertia and barriers promoting the status quo before change can occur” (Lewis & Grosser, 2012, p. 671). Lewin (1951) also utilizes the concept of force field analysis. This theory explores the balance between the forces driving change and the forces resisting change. For change to be successful the forces driving change must be stronger than those resisting. Change may be facilitated either by increasing the driving forces or reducing the resisting forces. In many cases reducing the resisting forces by removing barriers may be more effective than increasing the driving forces (Baulcomb, 2003). Responding to employee concerns in a prompt and reliable way is a positive step toward reducing change barriers.

Fear. Someone once described a colleague’s reaction to a new situation as “like a calf looking at a new gate.” Like the calf, people are easily puzzled and fearful when they face the unknown. Kelman (2006) described an unproductive sense of crisis that developed when employees were afraid that a change initiative might lead to job losses. People usually view a change proposal with their first question being “how will this affect me?” Workers often assume that change will require more and different kinds of work, so the initial stages of a change initiative frequently encounter negative attitudes. (Colenso, 2000). Fears may be related to changes in work requirements, an implied threat to job security, disruption in social networks, or reduction in rank or status (Dawson, 2003, p. 19).

Doubt. Even if people are not openly hostile to a change initiative they are likely to be suspicious. As one researcher found “most people will initially react to a proposed change with some suspicion because they see it as an unwelcome disturbance and interference to their established routine” (Child, 2005, p. 300). Because of this natural resistance a clear vision and an ongoing communication plan are essential to successful change. Clear and effective communication is vital because people tend to filter communication through their pre-existing attitudes and beliefs. “Individuals pay particular attention to information that supports their beliefs and either ignore or discount the value of evidence that contradicts their beliefs” (Gerras & Wong, 2013, p. 19). The importance of a change initiative to the communication sender does not necessarily establish its importance in the mind of the communication receiver. People need to be sold on the necessity and value of change.

Competing priorities. Kotter (2008) points out that a crowded schedule is a formidable enemy to placing the needed emphasis on implementing change. Everybody seems too busy, and change sounds like something which will require more work. So people may easily protest that they would do this new thing, if only they had time. This is one of the reasons that one study found that taking the feelings and needs of employees into consideration greatly increased the likelihood of successful change (Alasadi & Askary, 2014).

When communication is not complete and team members do not feel their concerns are receiving attention they lose the momentum for change. They may feel that their leaders do not understand the challenges they are facing and are asking for more than they can reasonably give. One study in a healthcare setting reported that “staff are called upon to constantly alter their work and behaviors, and take on what they consider to be ‘more work’ within the same envelope of time and energy” (Vestal, 2013, p. 10). The same study reported frustration on the part of staff

members who felt that differing guidance and priorities from multiple sources was complicating their work. Some of the participants in the current study engaged in a planning workshop at which they identified competing priorities and time management as the most significant problems in implementing the change required.

Overcoming barriers. Because resistance to any change can be expected and because change is often more difficult than expected, one important focus must be on overcoming the barriers that arise (Kotter, 2014). To do this a realistic assessment of how the change process is going must be an ongoing emphasis (Cameron & Quinn, 1999). The terms “resistance” and “barriers” are closely related. On the surface resistance may seem to be more an attitudinal problem—a lack of team effort, while barriers are more in the nature of system shortfalls. But the two are difficult to separate. For example a barrier such as lack of training may reflect resistance on the part of those setting the training schedule.

Listening to feedback. In order to overcome these problems it is important to listen to what team members are saying. “It is vital for managers to understand the reasons why people are resisting a particular change. Without this understanding, it is impossible to distinguish between fundamental and trivial factors and to take appropriate action” (Child, 2005, p. 299). Some authors point out that resistance in itself is not negative, but natural, and an important opportunity for leaders to hear what team members are saying (Ford & Ford, 2009). Resistance can be seen as “a form of feedback, often provided by people who know more about day-to-day operations than you do. It can be turned into a vibrant conversation that gives your change effort a higher profile” (Ford & Ford, 2009, p. 100).

If, for example, a manager reports that her people do not understand a new process her comments provide an excellent opportunity to ask why they do not understand, and take steps

necessary to correct the situation. But human nature being what it is, leaders may feel challenged or irritated by word of problems, and be themselves resistant to taking corrective action. It is far better to make adjustments to the change program than to see it flounder (Carnegie, 2011).

Responding to concerns. When any significant change is under way people can be expected to have concerns and questions. Two-way communication is a tremendous benefit for leaders and team members. In terms of seeing change succeed, “it is less likely for individuals to resist a change decision in which their needs were considered by management” (Alasadi & Askary, 2014, p. 41). Though people may be hesitant they are not necessarily opposed to change. In fact they may enthusiastically support some change efforts, if they see the vision. If they are ambivalent toward the change, steps which can reduce resistance and increase buy-in include “education and communication, participation, building support and commitment, developing positive relationships, and implementing changes fairly” (Robbins & Judge, 2011, p. 594).

In some cases people may resist change because of underlying reasons which are not openly admitted (Kegan & Lahey, 2011). They may, for example, not trust the boss or the organization; they may fear that their section will be reduced in status or influence; they may be uncomfortable with new technologies; or they may simply think the change is unwise. But without real openness in communication these issues will never be raised.

As change is being implemented it is normal for issues and concerns to arise. Realistically addressing these concerns recognizes them as a worthwhile part of the change process rather than being a threat to be denied or avoided. Such an approach can help participants at all levels to see that they, and their concerns, are a part of the process (Rothermel & Lamarsh, 2012). Participation, involvement, support, and negotiation have all been found to be effective tools in bringing team members into the change process and answering their concerns

(O'Brien, 2008). The current study provided an opportunity for participants to express their beliefs and opinions concerning the change initiative.

Providing needed resources. Even when people believe proposed change is a good idea they may find it difficult to implement due to limitations on time, manpower, finances, training, or other resources (Colenso, 2000). These may not be indicative of lack of interest in change, but may simply be physical problems which need to be addressed. It is natural for new processes and procedures to take time and effort. Organizations should be aware of the challenges faced by employees in implementing the new directions and determine ways to provide the resources needed. (Colenso, 2000, p. 175).

Ongoing facilitation and support throughout the organization are required if change is to succeed (O'Brien, 2008). If resource limitations appear as change is being implemented decision makers must adjust to meet the additional costs, or risk having the change initiative languish. Because of the need for continued support it is important to be sure of leadership's commitment to change before the initiative begins. Those attempting to implement change should take care that they understand the perspectives and priorities of organizational leaders to know whether those leaders are really determined to see change succeed, even if the costs for that change rise above expectations (Auster et al., 2005; Cawsey & Deszca, 2007).

An example of needed resources might lie in the area of training. If staff members are expected to take on new tasks or new processes they are likely to need additional training. Such training may require commitments of time, money, technology support, or other items. Training plans should be the result of "a strategic planning process and systematic assessment with regard to organizational needs, facilities, resources, preferences, and barriers" (Rowan-Szal, Greener, Joe, & Simpson, 2007, p. 121). If this planning has been inadequate the new training costs may

come as an unbudgeted requirement and delay change implementation. Inadequate resources may lead to failed change initiatives and “usually leave employees with the perception that they now have an enlarged job and responsibility, and an increased workload” (Colenso, 2000, p.175).

Evaluating Change

A variety of evaluation concepts and methodologies may be appropriate for organizations planning for or engaging in change. Organizations are sometimes measured in terms of their overall readiness for change. In some cases this has been done through the use of an Organizational Readiness for Change Assessment (ORCA) instrument (Helfrich, Li, Sharp, & Sales, 2009). Change plans and programs have also been evaluated in relationship to Kotter’s (1996) 8-step change outline, or similar models (Spencer & Winn, 2005). A gap analysis is sometimes used to compare what people are doing to what they should be doing and can be used to examine a change process (Robinson & Robinson, 2008). Surveys have helped to identify characteristics and actions which are shared by organizations which are most successful in implementing change (Jorgensen et al., 2014). The current study utilized the Organizational Change Recipients’ Beliefs Scale (Armenakis et al., 2007) to explore member beliefs in relationship to a change initiative and items from Spector’ (1997) Job Satisfaction Survey to consider the relationship between those beliefs and job satisfaction.

Organizational evaluation. Organizational evaluation is valuable process in preparing for or implementing change. An evaluation can take a variety of forms; its purpose is to identify strengths and weaknesses within an organization, especially as these relate to the process of change. Such evaluation can serve as the basis for setting vision and direction, planning strategy, mobilizing effort, and identifying needed capabilities (Carnall, 2003). A gap analysis seeks to identify gaps between what is and what should be (Boiarsky, 2004; Tsai, Chen, Chan, & Lin,

2011) and can be a help in highlighting resources and barriers related to change. Organizational assessments, including inputs from organizational members, can serve as a part of a “strategic planning process...with regard to organizational needs, facilities, resources, preferences, and barriers” (Rowan-Szal et al., 2007, p. 121). “Managing major changes successfully requires...an organization-wide approach” (Carnall, 2003, p. 9). The more clearly the organization is understood, the more successfully change can be achieved.

Job task evaluation. The elements of members’ jobs can be studied as a part of understanding the impact of planned change. One example of this type of evaluation is provided by the use of a job diagnostic survey. In such a survey designed by Hackman and Oldham (1975) five core dimensions of a job are considered to be skill variety, task identity, task significance, autonomy, and feedback from the job itself. Two supplementary categories also considered are feedback from others and interaction with others. Higher scores in the various job dimensions are expected to result in overall higher job motivation and satisfaction (Hackman & Oldham, 1975).

Such task evaluation can be a useful tool in studying the effects of change, since the job diagnostic survey was “designed to be of use both in the diagnosis of jobs prior to their redesign, and in research and evaluation activities aimed at assessing the effects of redesigned jobs on the people who do them” (Hackman & Oldham, 1975, p. 159). In the current study some questions provided information on how change may have affected job tasks, and whether any changes have been perceived positively or negatively by team members.

Time-task ratings. Time task ratings are based on an evaluation of how time is spent in a job. The various tasks performed are scored by the amount of time each takes, or may be scored by the percentage of individuals in the job who report that they perform a certain task (Wilson & Harvey, 1990). In the current study participants will be asked for information concerning

priorities, time management, and their perceived ability to meet time goals for certain types of tasks.

Time spent on various tasks has been related to job satisfaction. In a study of German pediatricians the doctors reported rather low job satisfaction (Mache et al., 2010). Observation of 25 of these physicians found that they spent only 4.03% of their time in direct patient care, less than 23 minutes per day, in a workday averaging over nine hours. The doctors spent an average of over 4 ½ hours per day in meetings and documentation duties. These findings tended to confirm doctors' reports of their experiences and frustrations. The purpose of the study was to document scheduling and time management problems to help healthcare facilities find ways to increase physicians' time with patients and improve patient care as well as physician job satisfaction (Mache et al., 2010).

A technique which can be related to time-task rating is found in the Training Efficiency and Effectiveness Model (Teachout, Sego, & Ford, 1995). In a study using this model the time allocated in a training curriculum to each job task was compared with the time which might be expected to be allotted, based on the task's difficulty. The outcome revealed some tasks were being given more training time than their difficulty should require, while others were receiving less training time than might have been expected (Teachout et al., 1995). Participants in the current study will be asked their beliefs concerning a change initiative and may provide insight into whether new tasks are practical in light of existing requirements.

Importance of feedback. In any change initiative obtaining and evaluating feedback is a key process. Those involved at different levels of the organization have differing perspectives on the change, and their insights all form a part of the overall picture. Followers as well as leaders have active and influential roles to play in the change process. The traditional assumption that

leaders set the course while followers only follow is less than energizing and effective (Oc & Bashshur, 2013). The initiative taken by followers and the feedback they provide can go far in insuring the success of a change initiative (Chaleff, 2009; Oc & Bashshur, 2013).

Simply being asked to provide feedback can increase a sense of involvement and improve team members' attitudes toward a change. Rothermel and Lamarsh (2012) found employees to be appreciative of leaders' willingness to hear their concerns and consider their suggestions. But such feedback will not be forthcoming from team members unless "sponsors and change agents make it safe for them to speak up" (Rothermel & Lamarsh, 2012, p. 19). Even what seems to be "resistance to change can be positive if it leads to open discussion and debate" (Robbins & Judge, 2011, p. 592). The practical values of the current study may include providing the opportunity for Chaplain Corps members to share their feelings, and Chaplain Corps leaders to receive useful feedback as they continue to implement change.

One useful approach in evaluating a change initiative is to ask organization members their opinions on the process. Kotter and numerous other writers have highlighted the essential place that member attitudes have in facilitating or hampering change (Auster et al., 2005; Higgins et al., 2012; Kotter, 1996). These attitudes may be positive, negative or neutral in relation to different elements of a change initiative. Because of this it may well be that "listening, considering and acting upon employee suggestions is the key driver for project success" (Jorgensen et al., 2014, p. 10). Oc and Bashshur (2013) point out the key role of followers in any organizational process, and Alasadi and Askary (2014) found that a higher level of employee engagement in the process was predictive of change success. The use of open-ended questions in the current study helped to provide members the opportunity to speak in their own

words. Study of the relationship between change beliefs and job satisfaction can also provide insight into a change process, its impact on members, and its perceived level of success.

Job Satisfaction

A number of studies have provided support for the assumption that satisfied workers perform better on the job. Other variables such as retention and absenteeism have also been found to be related to job satisfaction (Robbins & Judge, 2011). Studies have found that congruence between what a person wants from a job and what she believes she is getting from the job is strongly correlated to job satisfaction (Ho & Au, 2006). A number of factors are believed to contribute to job satisfaction, including support from leadership, opportunity for advancement, positive interpersonal relationships, and others. But some researchers have also stated that “The most important thing managers can do to raise employee satisfaction is focus on the intrinsic parts of the job, such as making the work challenging and interesting” (Robbins and Judge, 2011, p. 89).

Measuring job satisfaction. U.S. job satisfaction surveys often show an overall satisfaction level between 60 and 85 percent (Robbins and Judge, 2011). Measurement of satisfaction can take a number of forms, with common tools being surveys, questionnaires, and interviews. Quantitative studies have been useful in examining relationships between a variety of variables, considering factors which may be positively or negatively related to job satisfaction and the strengths of those relationships. Survey results have been used to provide data for the analysis of such issues as the relationship between attitudes toward organizational change and affective organizational commitment (Elias, 2009) and between attitude toward organizational change and organizational citizenship behavior (Chih, Yang, & Chang, 2012).

Robbins and Judge (2011, p. 81) suggest that asking participants to rate their overall job satisfaction on a 1 to 5 scale seems to provide equally valid results as asking a series of more specific questions related to different aspects of the work situation. Spector (1997), however, states that using multiple item scales increases the reliability of the measurement. The current study relied on items from Spector's Job Satisfaction Survey (1997) which has been validated through use by over 40,000 participants.

Job satisfaction related to change. When implementing change it is always important to ask how the change affects team members. Researchers have found that change initiatives often fail because leaders do not "address people-related challenges" (Cohen, 2005, p. 11). This can happen if those leading the change "focus on the aspects that are more tactical and expect people to get on board" (Cohen, 2005, p. 12). One study found that during a period of change perceived organizational support was positively related to job satisfaction and negatively related to job stress, and that employee challenges in implementing change had the effect of increasing stress and lowering job satisfaction (Davey, Obst, & Sheehan, 2001).

Results have also shown that involvement as a partner in the change process increased job satisfaction, whereas the frequency of change and uncertainty surrounding change were negatively related to job satisfaction. Factors which were positively related to job satisfaction during a time of change were negatively related to turnover intentions (Rafferty & Griffin, 2006). On the other hand, high job expectations and the need to respond to competing demands have been shown to increase stress and lower job satisfaction (Fontenot et al., 2012). The current study considered how Chaplain Corps change and change beliefs were related to job satisfaction.

Use of Surveys and Questionnaires

One of the most practical ways to gather data from large groups of participants is through the use of surveys and questionnaires (Fowler, 2009; Kraut, 1996). Surveys have been used since the 1940s and 1950s to identify organizational attitudes and characteristics (Burke, 2002). Mirvis (1983) found that questionnaires and surveys were valuable tools in assessing members' views of a change program. Feedback from surveys can provide data to help in "understanding an organization from the standpoint of employee perceptions and processing this understanding back into the organization so that change can occur" (Burke, 2002, p. 30).

Survey feedback is particularly useful because it provides specific data, directly involves organizational members, provides information on change priorities, and focuses on the overall organization rather than the individual member (Burke, 2002). With appropriate sampling techniques and the use of inferential statistics data from the sample tested can be generalized to a larger population. An example of this is found in a study of 345 army personnel who were a randomly selected from a larger population in a study of attitudes toward change (Chih et al., 2012).

Surveys have been used by numerous researchers as they have examined a wide variety of religious beliefs, practices, and organizations. Surveys of pastors have helped to clarify their perceptions of the theological training and the pastoral roles they play (Cohall & Cooper, 2010). Surveys have been used in longitudinal studies of the factors which influence whether young adults remain active in a church (Dudley, 1993) and to consider the relationship between religious practice and political beliefs (Wuthnow & Lewis, 2008). Surveys have been used to measure satisfaction levels of church participants and residential care facility patients (Fethney,

Jeon, & Ludford, 2012). And survey data have been used to consider correlations between religious practices and psychological well-being (Green & Elliott, 2010).

Methods which collect more than one type of feedback and include both objective and subjective data may provide more complete information (Lawler, Seashore, & Mirvis, 1983). For this reason the current study utilizes open-ended questions in addition to Likert-type questions. Gathering data from multiple sources or through more than one method may provide greater insight into the questions being evaluated (Robinson & Robinson, 2008). One advantage of open-ended questions is that they allow for responses which were not considered by those who designed the survey. Therefore, they may allow participants to express their own views more clearly or specifically. In addition, many participants like the opportunity to answer in their own words and provide additional feedback they feel is important (Fowler, 2009). By providing personal feedback organization members are participating in the change process and may, as a result, increase their interest in and support for the change (Alasadi & Askary, 2014; Carnall, 2003).

Chapter Three: Methodology

This study evaluating a Chaplain Corps change initiative was a quantitative study utilizing a survey method. Those surveyed were active duty and Reserve Air Force Chaplain Corps members. Participants were located at a variety of installations in the continental United States and overseas. A SurveyMonkey link was sent by email to a number of Chaplain Corps personnel and was also posted on Facebook, including on the Air Force Chaplain Assistant Facebook group page. Surveys have been found to be an effective way to gather data related to organization member attitudes, organizational characteristics, and organizational change (Burke, 2002; Fowler, 2009; Kraut, 1996; Mirvis, 1983). The majority of survey questions were based on the Organizational Change Recipients' Beliefs Scale (Armenakis et al., 2007) and the Job Satisfaction Survey (Spector, 1997). Additional questions were developed in collaboration with Air Education and Training Command Chaplain Corps headquarters personnel and the Air Education and Training Command Studies and Analysis office.

Though the study was quantitative an element of qualitative inquiry was facilitated through the use of three open-ended questions. Such questions can add to the validity of the study by gathering information which might not have been identified in the other survey questions (Lawler et al., 1983; Robinson & Robinson, 2008).

Survey Content, Reliability, and Validity

In addition to demographic questions, the survey included thirty-five Likert-type questions and three open-ended questions. The Likert scale questions helped to identify participants' beliefs concerning the current change initiative and their level of job satisfaction. The data obtained allowed an examination of the relationship between these change beliefs and

job satisfaction. In addition, information was obtained from three special interest questions suggested by Chaplain Corps leaders and from responses to three open-ended questions.

The survey's open-ended questions provided participants flexibility in selecting the information they chose to provide. Such questions often provide additional information which would not have been discovered with questions having a limited number of possible responses (Fowler, 2009). Data from these questions was categorized to provide additional insights into the beliefs of participants and the current status of the change initiative. Responses may be helpful to Chaplain Corps leaders in identifying change beliefs, barriers, successes, and best practices relating to the current change initiative.

Confidence in the reliability and construct validity of the survey is based on its use of two previously well documented instruments, the Organizational Change Recipients' Beliefs Scale (Armenakis et al., 2007) and the Job Satisfaction Survey (Spector, 1997). These instruments have been administered to large numbers of participants and shown to demonstrate both statistical reliability and validity.

Face and content validity of the survey items have been strengthened by collaboration with Chaplain Corps personnel and Air Force analysts and by comparing items with appropriate organizational change literature. The survey was reviewed and discussed by Air Force personnel of varying ranks to insure that the questions used were clear and could be expected to provide the information required. Prior to administration the survey was pre-tested by Chaplain Corps staff personnel who provided additional feedback and suggestions.

The reliability of the study was also supported by Cronbach's *alphas* for the subscales of the instrument. Effect sizes calculated and reported include Cohen's *d*, coefficient of

determination (r^2), eta squared and partial eta squared. Further discussion of reliability and validity is presented in Chapter Four.

Answering Research Questions

The study sought to answer the six research questions identified in Chapter One. Those questions and the methods for exploring them are presented below.

1. How positive are participants' overall change beliefs? This level of positive beliefs has also been called the "degree of buy-in by organizational change recipients" (Armenakis et al., 2007, p. 481). The 20 change belief survey item responses were scored on the Likert scale. A new variable "overall change beliefs (OCB)" was calculated from these questions. The mean for this new variable indicated the level of agreement with positive change beliefs, with a higher score indicating more positive beliefs concerning the change.

2. Are some of the five types of change beliefs identified by Armenakis et al., (2007) (discrepancy, appropriateness, efficacy, principal support, and valence) rated more positively and some more negatively in relationship to the current change? Descriptive statistics were used to report on the results of specific Likert-type questions as they relate to the themes being considered. A new combined variable was computed for each of the five categories from the scores of the items previously identified with that category. The differences between the means of the new variables was compared using a within subjects ANOVA test. The reliability of all belief questions, and of the questions in each of the five elements was confirmed by the calculation of Cronbach's *alpha* scores.

3. What is the level of Chaplain Corps job satisfaction? A created variable Job Satisfaction (JS) was computed from the scores of the twelve job satisfaction questions. Scores above 3.0 on this new variable were considered to indicate favorable job satisfaction. A single

sample t test compared the Job Satisfaction mean to a constant equal to the published mean for the appropriate categories in the Job Satisfaction Survey (Spector, 2011). Also the percentage of positive scores was compared to average American job satisfaction scores, found in the literature to be 60% to 85% positive (Robbins & Judge, 2011; Volti, 2008). Reliability of the twelve job satisfaction questions was demonstrated by the use of Cronbach's *alpha*.

4. What is the relationship between change beliefs and job satisfaction? The relationship between Overall Change Beliefs (OCB) and Job Satisfaction (JS) was examined using a Pearson correlation and also a simple linear regression. The relationship of the five change beliefs, Discrepancy (DIS), Appropriateness (APP), Efficacy (EFF), Principal Support (PRS), and Valence (VAL) to Job Satisfaction (JS) was analyzed using Pearson correlations and multiple linear regression (Davey et al., 2001).

5. What is the relationship of demographic factors to survey results?

The demographic factors examined were military grade, level of assignment, years of service, and military status. The relationship between military grade and both change beliefs and job satisfaction was evaluated using a one-way ANOVA. The scale Grade variable was converted into a 3-level categorical variable: enlisted chaplain assistants, junior chaplain officers, and senior chaplain officers. (Dawson, 2003).

Level of assignment was evaluated using an independent sample t test. Possible differences between means of responses of those assigned to wing/unit jobs were compared to the means of those assigned to staff jobs. Variables evaluated were Overall Change Beliefs, all change belief category variables, and Job Satisfaction.

The relationship of years of service to survey responses was evaluated using Pearson correlations. Correlations were calculated between Years of Service and both Job Satisfaction

and all combined change belief variables—Overall Change Beliefs, Discrepancy, Appropriateness, Efficacy, Principal Support, and Valence.

Military status was also evaluated using an independent sample *t* test. Possible differences between means of responses of active duty personnel were compared to the means of Air Force Reserve members. Variables evaluated were Overall Change Beliefs, all change belief category variables, and Job Satisfaction.

6. What information is provided by analysis of the open-ended questions? These questions allowed freedom in response and allowed participants to express opinions in their own words. Responses were examined for emerging insights, themes, and commonalities. A process of open and axial coding was used to identify specific thoughts and comments, themes, key categories, and one core category. Responses both confirmed and expanded information gleaned from quantitative variables. (O'Cathain & Thomas, 2004).

Chapter Four: Results

The study provided information related to change beliefs, job satisfaction, and perceived strengths, challenges, and future direction for the Chaplain Corps. Survey responses were collected electronically during the period of March through May, 2016, using SurveyMonkey. Participants included both active duty and Reserve members of the Air Force Chaplain Corps. The survey was not an official Air Force study but was conducted with the cooperation of the Air Force Chaplain Corps, and findings from the study were provided to that agency. Survey results were evaluated using IBM SPSS Version 23 software.

Survey Participants

Links to the survey were provided to Chaplain Corps personnel through personal emails and Facebook postings. A total of 259 electronic responses were received, with 190 being completed surveys. The completion rate for those who opened the survey link was 73.4%. Of the 190 completed surveys 167 were determined to be useable responses for this study, for a useable response rate of 64.5%. Some of those excluded were not part of the population being studied, for example, being retired military, civil service employees, civilians, or spouses. Other respondents were excluded because even though their responses were listed as “complete” by SurveyMonkey, they actually completed less than half of survey items.

The population sampled for the study included a total of 1226 personnel. These were 781 active duty and 445 Reserve Chaplain Corps members. The sample of 167 individuals utilized in the study was 13.6% of the overall population. The sample was composed of 111 active duty and 56 Reserve members. This equates to a 14.2% sample of active duty members and 12.6% sample of Reservists. For any survey study large sample sizes tend to increase the reliability of the findings (Tabachnick & Fidell, 2013). The sample size for this study, however, was reasonable,

both as a percentage of the population being studied and when evaluated by G Power calculation for the tests being performed (Creswell, 2011; Fowler, 2009).

Demographic Information

Demographic data collected were limited to those relevant to the purpose of the study. These were military grade, level of assignment, years of service in the Chaplain Corps, assigned major command or other agency, and military status. Military grade (officer or enlisted) and military status (active duty or Reserve) percentages were compared with the overall Chaplain Corps population to determine goodness of fit of the sample.

The sample consisted of 118 (70.7%) officers and 49 (29.3%) enlisted chaplain assistants; see Table 1. This distribution was compared with the Chaplain Corps population with a chi-square goodness of fit test. The Chaplain Corps population included 768 (62.6%) officers and 458 (37.4%) enlisted. While officers outnumber enlisted members in both the sample and the population a significant deviation from the expected sample values was indicated by the test ($\chi^2(1) = 4.585, p < .05$). The sample had a significantly higher percentage of officers than the population.

The sample also consisted of 111 (66.5%) active duty and 56 (33.5%) Reserve members; see Table 2. This compares to 781 (63.7%) active duty and 445 (36.3%) Reservists in the population. A chi-square goodness of fit test was done to compare the frequencies in the sample to those expected based on the population. No significant deviation from the expected values was found ($\chi^2(1) = .552, p > .05$). The sample was not significantly different from the population in military status.

Taken together these two tests indicate that the sample may differ from the population in some regards, but not in others. This information suggests that the sample is similar to the

population, but that similarity has some limitations. The implications of this information will be discussed in the context of study results, discussion, and conclusions.

Table 1 indicates the number of officer (chaplain) and enlisted (chaplain assistant) participants.

Table 1

Officer or Enlisted Participants

Grade	Frequency	Percent
Enlisted	49	29.3
Officer	118	70.7
Total	167	100.0

The military status of participants is indicated in Table 2 below.

Table 2

Military Status of Participants

Status	Frequency	Percent
Active duty	111	66.5
AF Reserve	56	33.5
Total	167	100.0

Table 3 indicates the survey participants' years of service in the Chaplain Corps.

Table 3

Participants' Years of Service

Years	Frequency	Percent
0 to 10	65	13.8
11 to 20	65	16.8
21 to 30	36	9.0
Not reported	1	0.6
Total	167	100

Table 4 indicates the military grade of study participants. The largest number of enlisted participants were master sergeants, and the largest percentages of officers were lieutenant colonels and captains.

Table 4

Military Grade of Participants

Grade	Frequency	Percent
Airman 1 st Class	1	.6
Senior Airman	3	1.8
Staff Sergeant	5	3.0
Technical Sergeant	15	9.0
Master Sergeant	21	12.6
Senior Master Sergeant	2	1.2
Chief Master Sergeant	2	1.2
First Lieutenant	4	2.4
Captain	32	19.2
Major	30	18.0
Lieutenant Colonel	36	21.6
Colonel	15	9.0
Brigadier General	1	.6
Total	167	100.0

Table 5 indicates the level of assignment of participants. A large majority of participants (76%) were assigned at the wing or operational level.

Table 5

Participants' Level of Assignment

Level of assignment	Frequency	Percent
Air Staff	4	2.4
MAJCOM staff	23	13.8
Other staff agency	9	5.4
Wing or operational	127	76.0
Other	4	2.4
Total	167	100.0

Quantitative Item Responses

The following figures present the actual scoring of the 35 Likert-type questions. The results and descriptive statistics for these individual items provide insights into specific opinions and beliefs of survey participants. While each of these items is a part of a category subscale, the individual items provide information which may be useful to those guiding Chaplain Corps change and planning future direction. A listing of these items by category is found in Appendix D, and the rank order of survey items by mean score is found in Appendix E.

Figure 1 presents the frequency of responses for survey item one, “Focusing on Squadron-Focused Warrior Care (SqFWC) will improve the performance of our organization.” The mean for this item is 4.18 and represents strong agreement with the item. As discussed previously, scores above 4.00 indicate strong agreement; scores from 3.00 to 3.99 indicate agreement; and scores below 3.00 indicate disagreement.

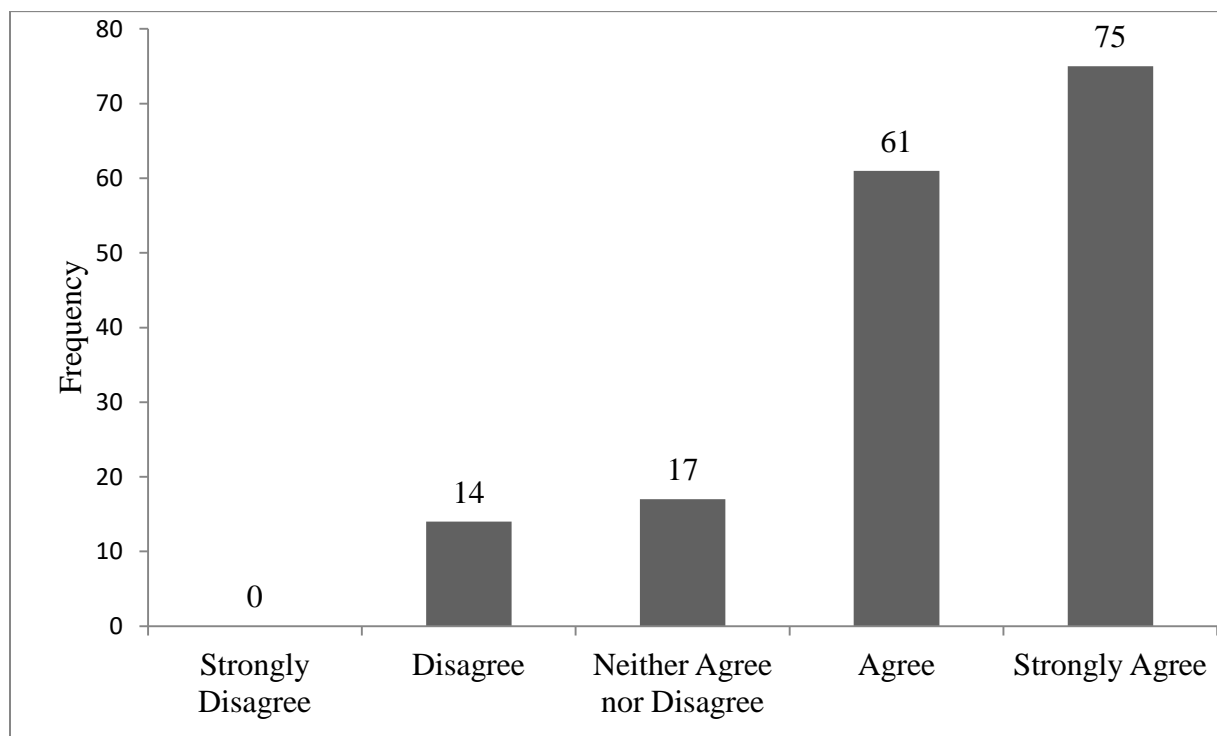


Figure 1. Frequencies for survey item 1.

Figure 2 presents the frequency of responses for survey item two, “I like the things I do at work.” The mean for this item is 3.98 and represents agreement with the item.

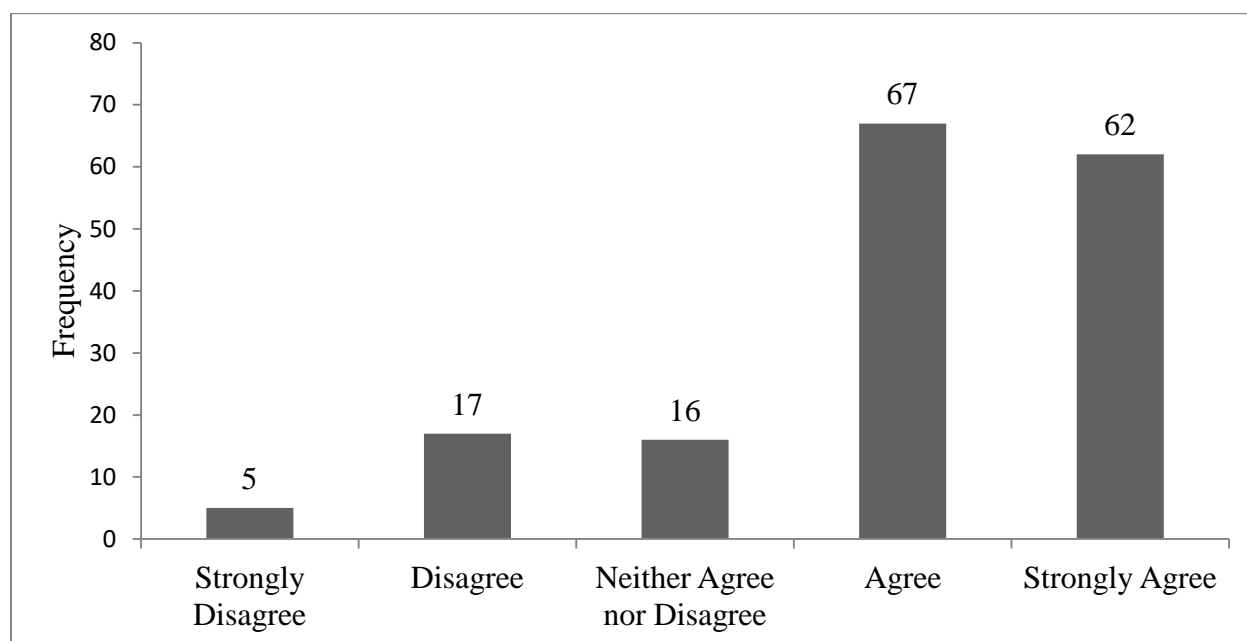


Figure 2. Frequencies for survey item 2.

Figure 3 presents the frequency of responses for survey item three, “Most of my respected Chaplain Corps friends embrace the SqFWC emphasis.” The mean for this item is 3.73 and represents agreement with the item.

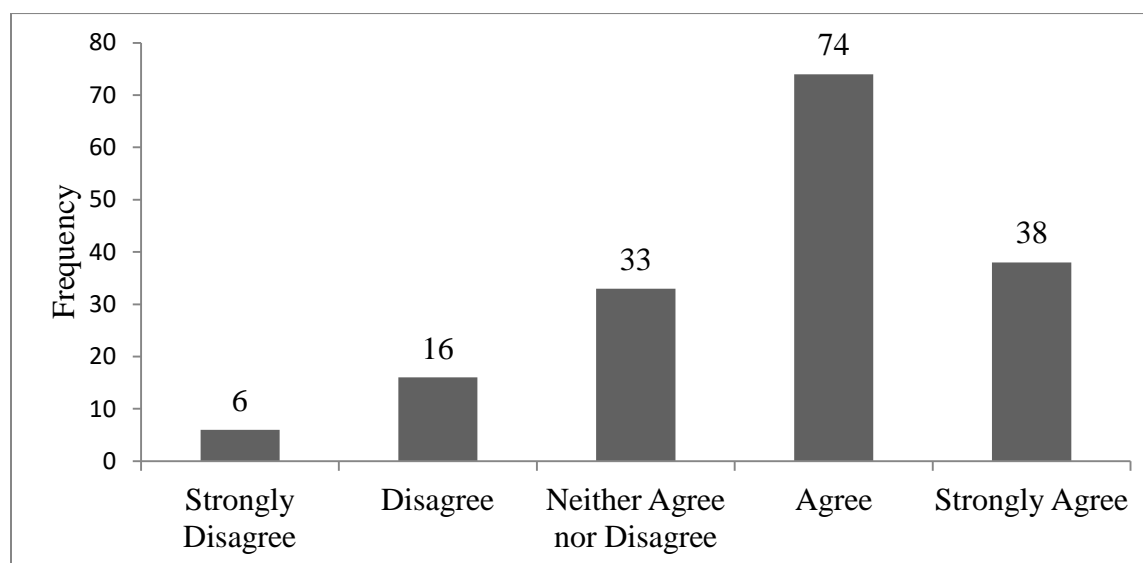


Figure 3. Frequencies for survey item 3.

Figure 4 presents the frequencies for survey item four, “We need to improve the way the Chaplain Corps operates.” The mean for this item is 4.31 and represents strong agreement with the item.

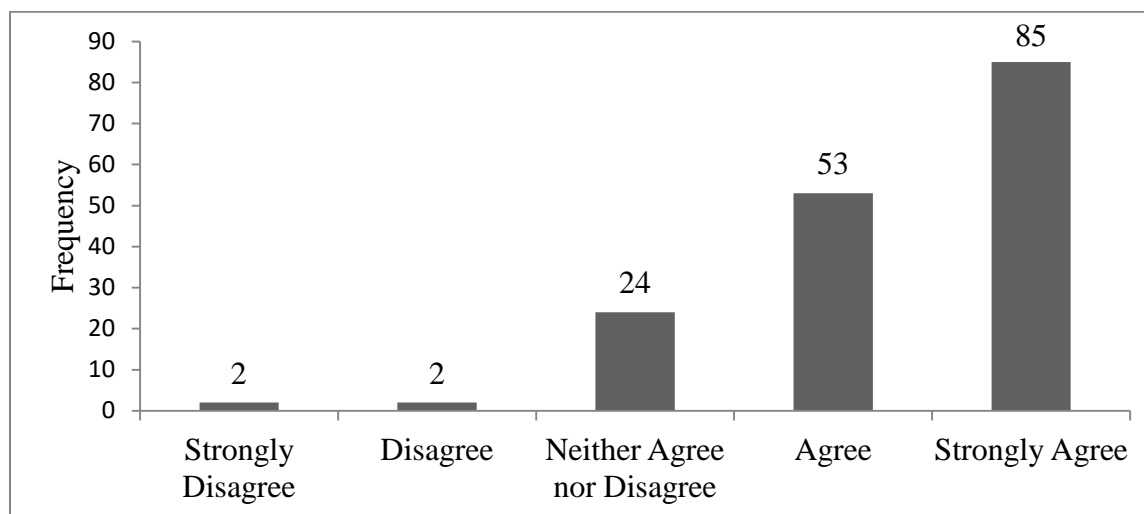


Figure 4. Frequencies for survey item 4.

Figure 5 presents the frequencies for survey item five, “More engagement with Airmen will increase my feelings of accomplishment.” The mean for this item is 4.05 and represents strong agreement with the item.

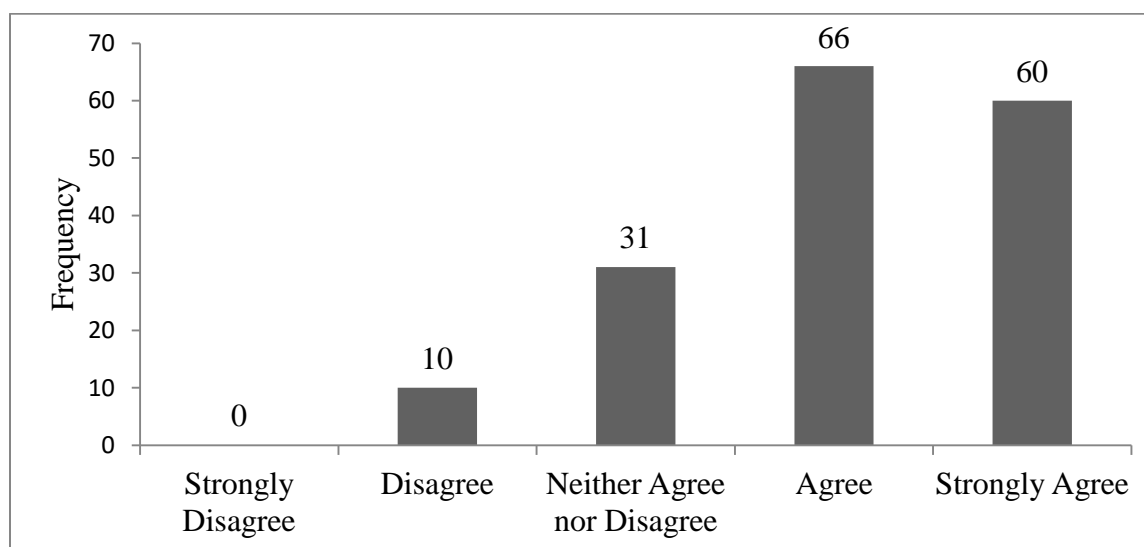


Figure 5. Frequencies for survey item 5.

Figure 6 presents the frequencies for survey item six, “The goals of the Chaplain Corps are clear to me.” The mean for this item is 3.37 and represents agreement with this item.

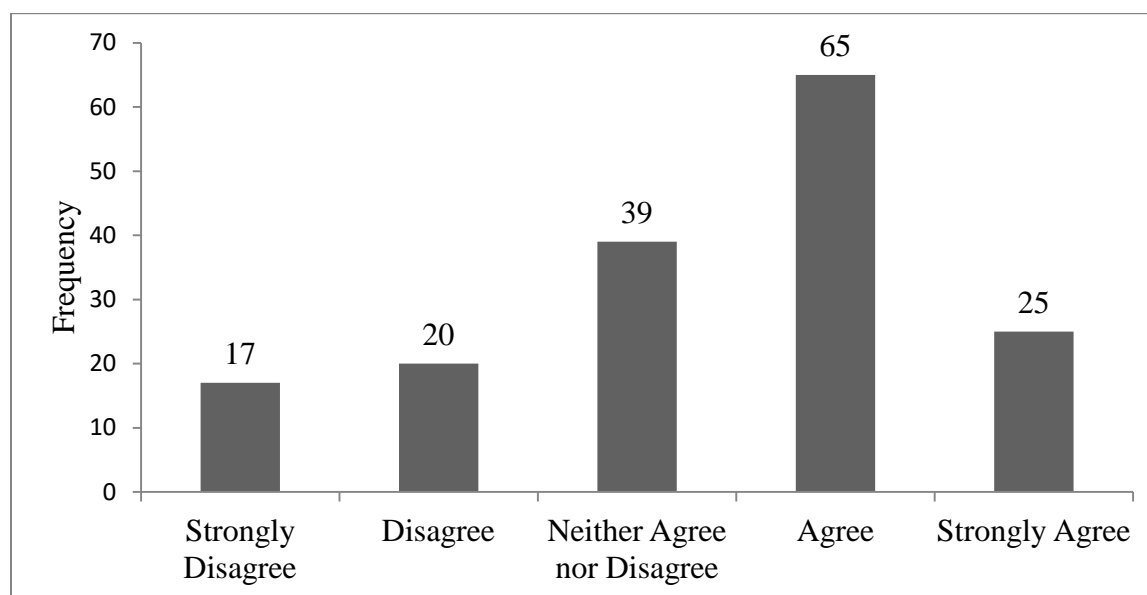


Figure 6. Frequencies for survey item 6.

Figure 7 presents the frequencies for item seven, “The people I work with are good at their jobs.” The mean for this item is 4.10 and represents strong agreement with this item.

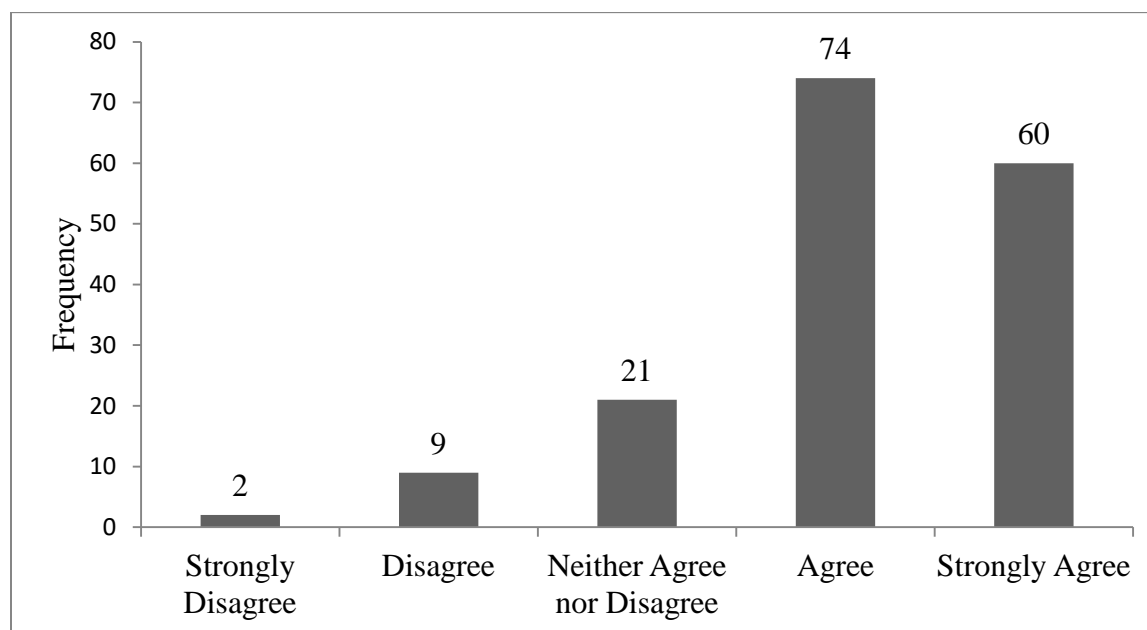


Figure 7. Frequencies for survey item 7.

Figure 8 presents the frequencies for item eight, “I am properly trained for effective unit engagement.” The mean for this item is 3.70 and represents agreement with the item.

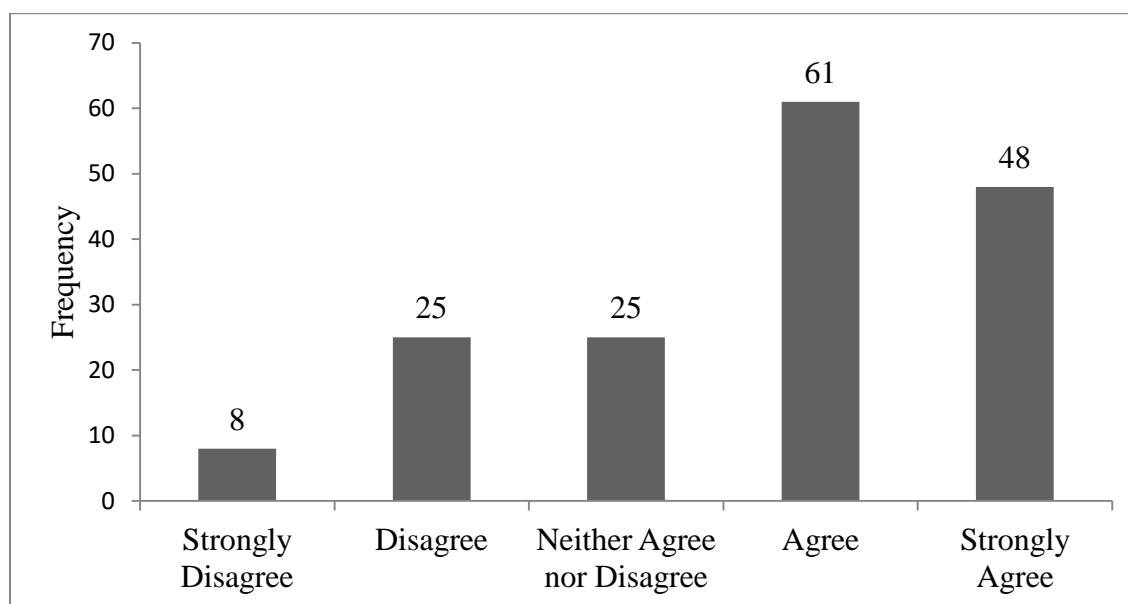


Figure 8. Frequencies for survey item 8.

Figure 9 presents the frequencies for survey item nine, “Focusing on caring for Airmen and families is right for the Chaplain Corps.” The mean for this item is 4.68 and represents strong agreement with the item.

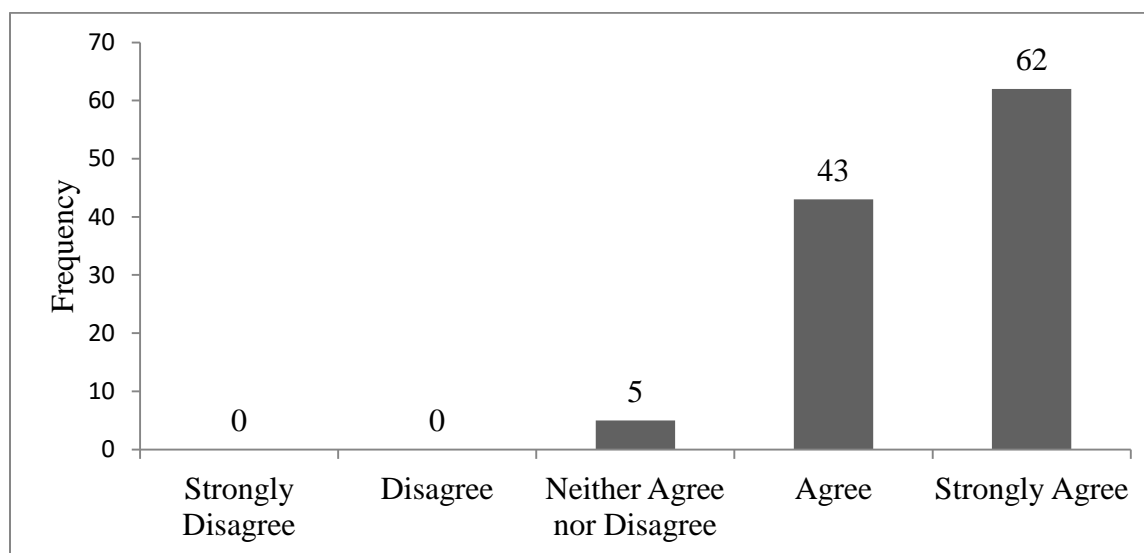


Figure 9. Frequencies for survey item 9.

Figure 10 presents the frequencies for item ten, “AFCCARS is an effective tool for evaluating unit ministry.” The mean for this item is 2.67 and represents disagreement with the item.

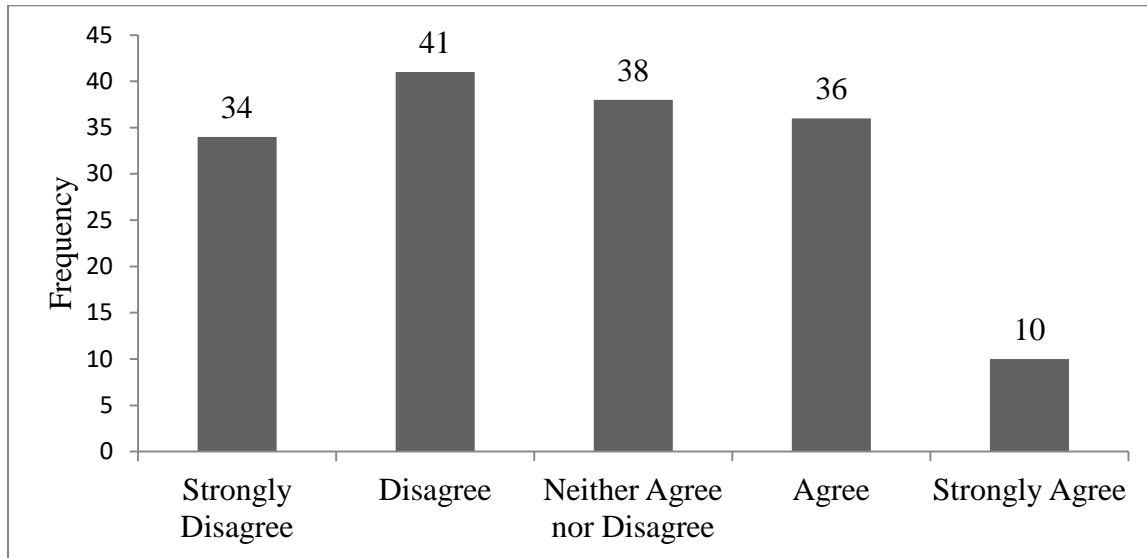


Figure 10. Frequencies for survey item 10.

Figure 11 presents the frequencies for item eleven, “My efforts to do a good job are appreciated.” The mean for this item is 3.82 and represents agreement with the item.

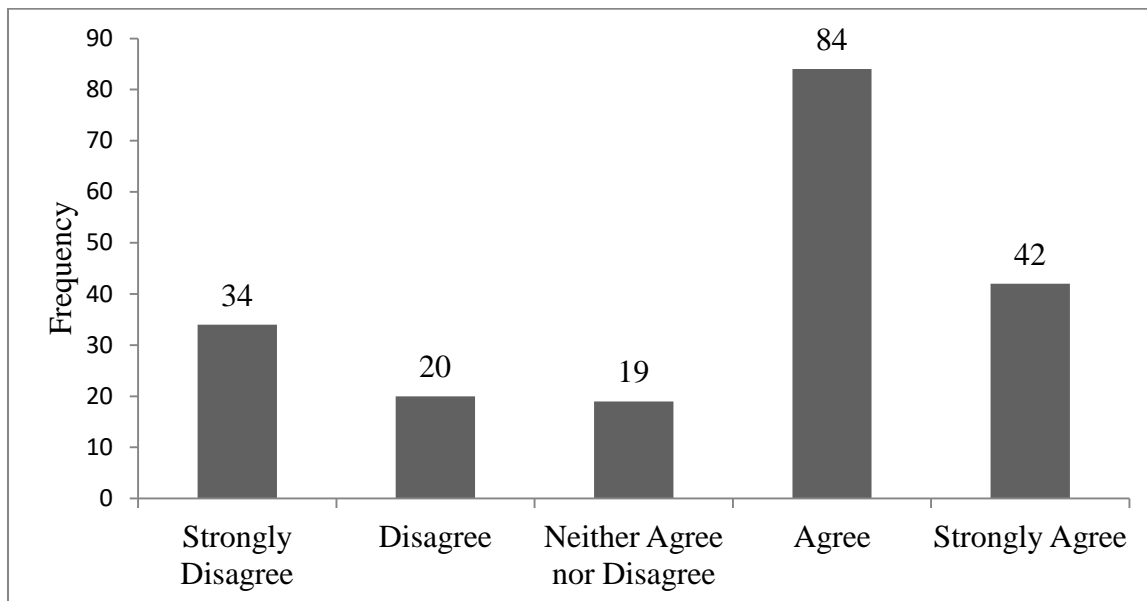


Figure 11. Frequencies for survey item 11.

Figure 12 presents the frequencies for item twelve, “My supervisor is effective in doing his/her job.” The mean for this item is 4.02 and represents strong agreement with the item.

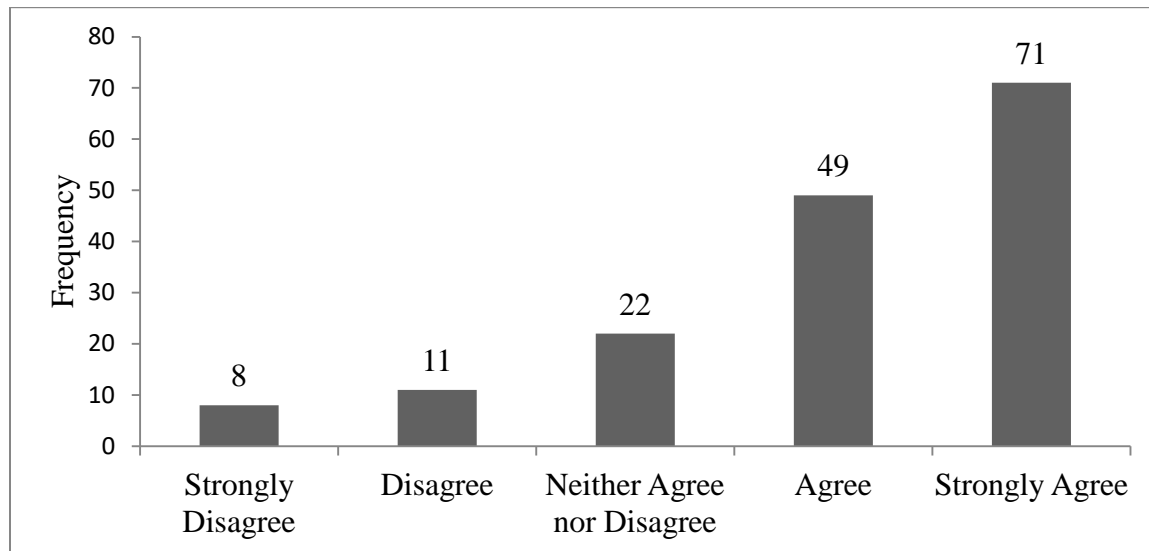


Figure 12. Frequencies for survey item 12.

Figure 13 presents the frequencies for item thirteen, “I have the freedom to serve without compromising my beliefs.” The mean for this item is 4.27 and represents strong agreement with the item.

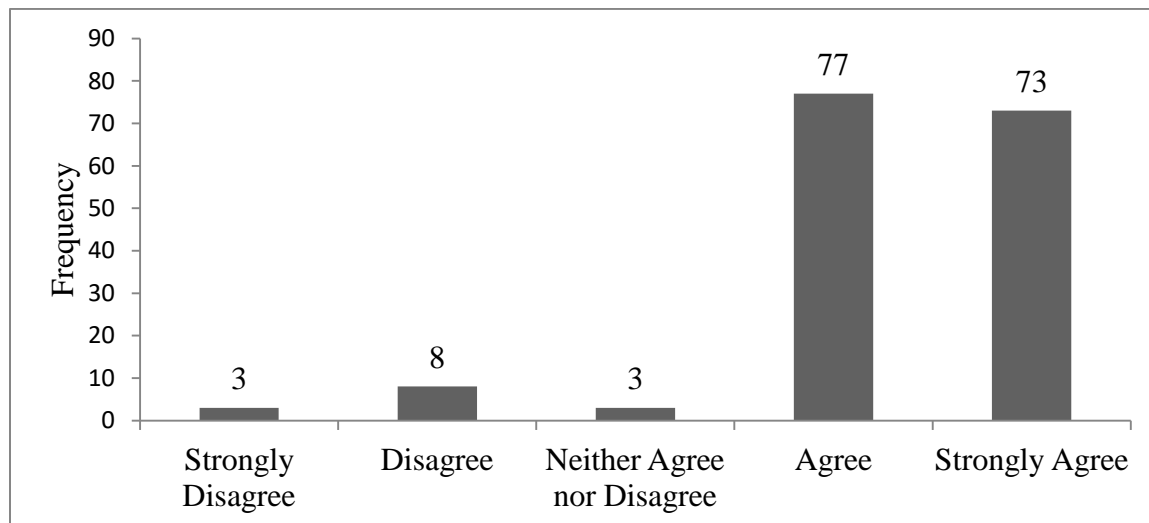


Figure 13. Frequencies for survey item 13.

Figure 14 presents the frequencies for item fourteen, “My supervisor shows an interest in the feelings of subordinates.” The mean for this item is 4.00 and represents strong agreement with the item.

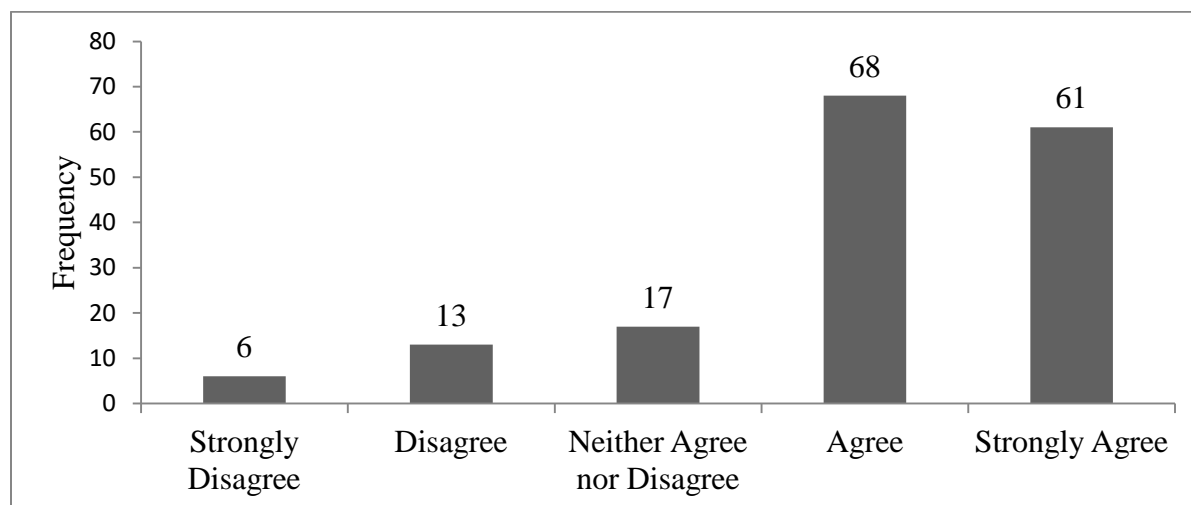


Figure 14. Frequencies for survey item 14.

Figure 15 presents the frequencies for item fifteen, “My supervisor encourages me to support the new Chaplain Corps priorities.” The mean for this item is 3.97 and represents agreement with the item.

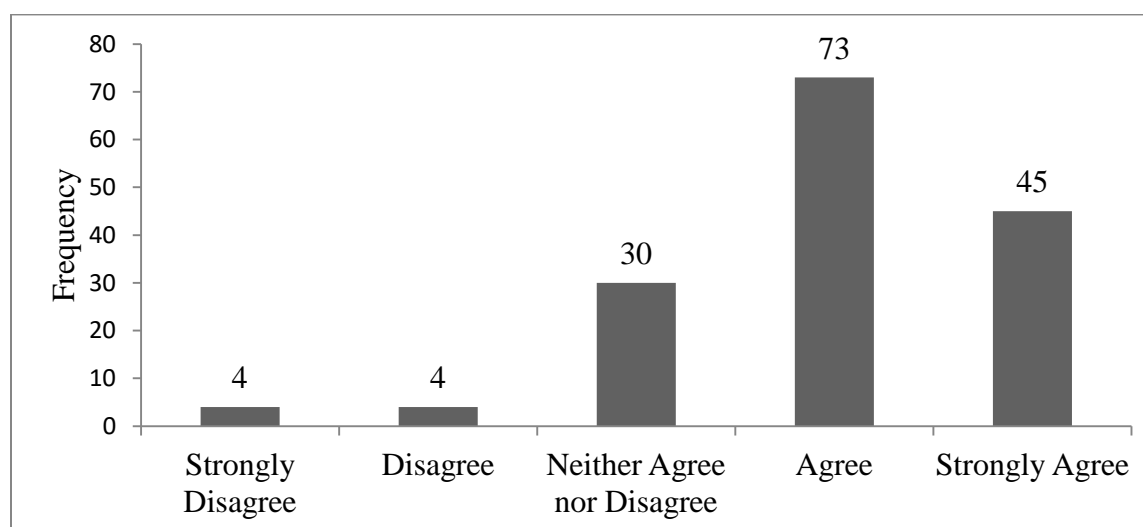


Figure 15. Frequencies for survey item 15.

Figure 16 presents the frequencies for item 16, “Change is needed to improve Chaplain Corps impact.” The mean for this item is 4.27 and represents strong agreement with the item.

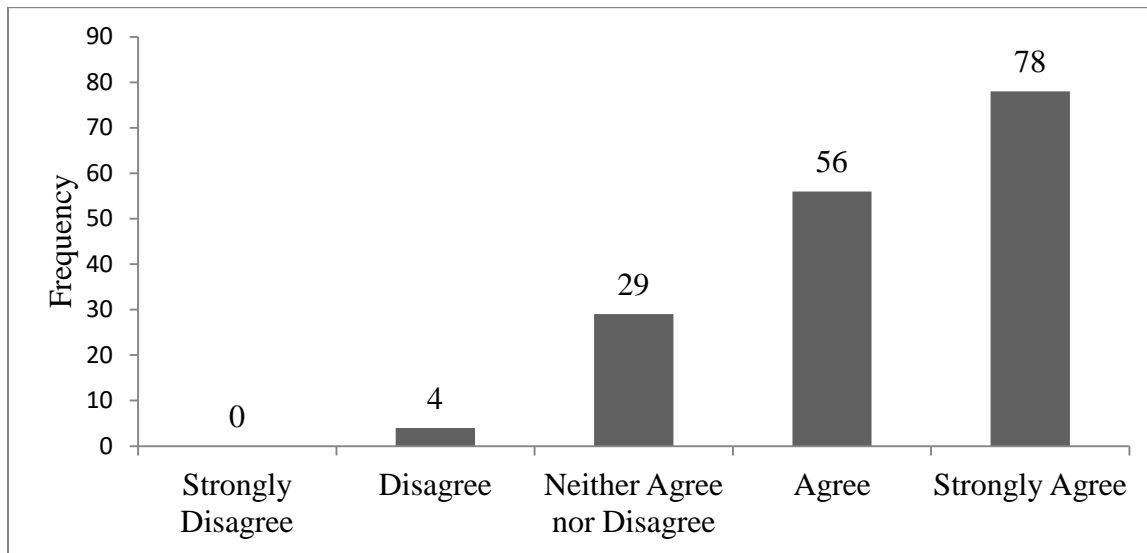


Figure 16. Frequencies for survey item 16.

Figure 17 presents the frequencies for item seventeen, “Placing more emphasis on SqFWC will benefit me.” The mean for this item is 3.29 and represents agreement with the item.

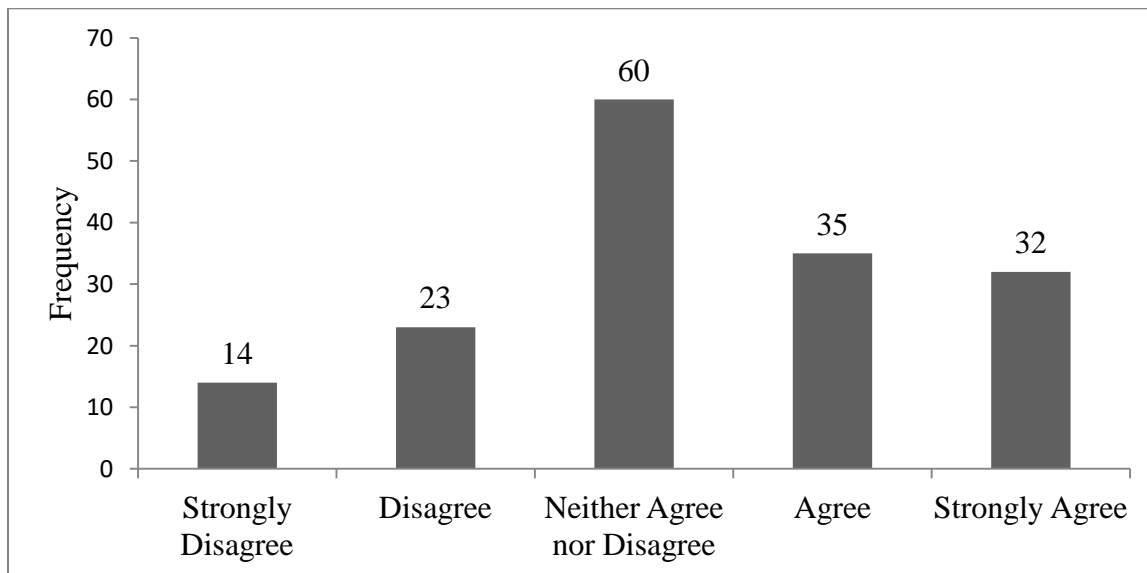


Figure 17. Frequencies for survey item 17.

Figure 18 presents the frequencies for item eighteen, “I have too much to do at work.”

The mean for this item is 3.97 which represents agreement with the item.

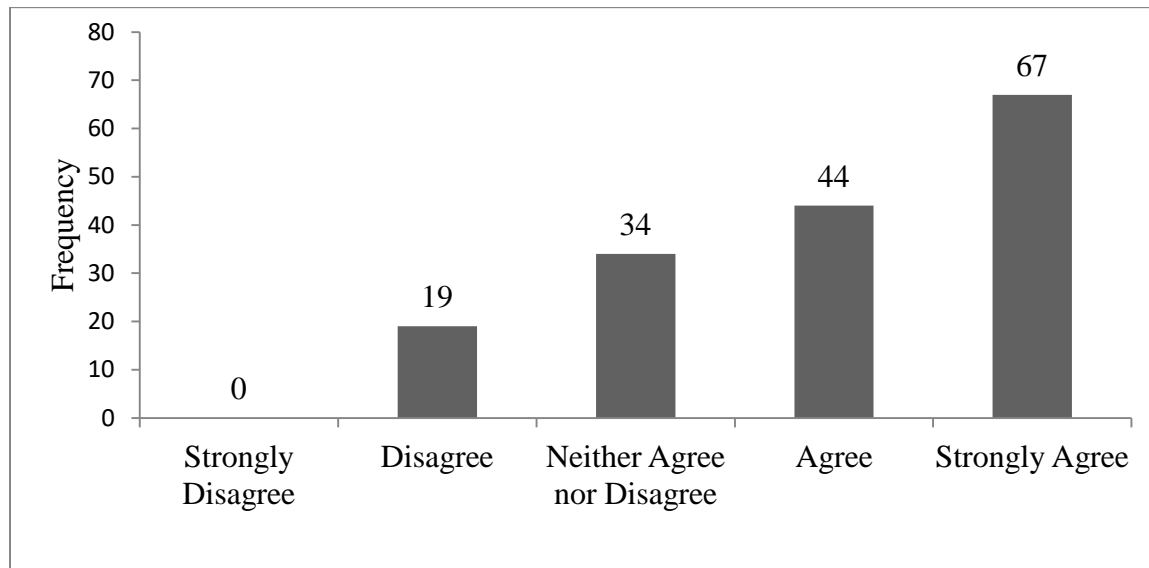


Figure 18. Frequencies for survey item 18.

Figure 19 presents the frequencies for item nineteen, “My unit can successfully meet SqFWC goals and still fulfill our other requirements.” The mean for this item is 2.43 and represents disagreement with the item.

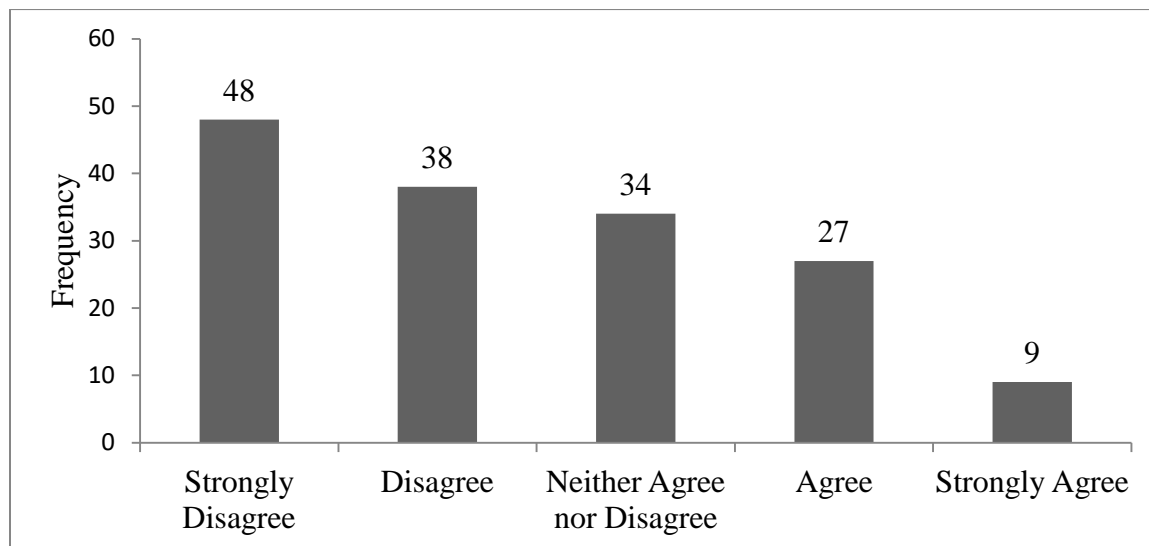


Figure 19. Frequencies for survey item 19.

Figure 20 presents the frequencies for item twenty, “I like the people I work with.” The mean for this item is 4.41 and represents strong agreement with the item.

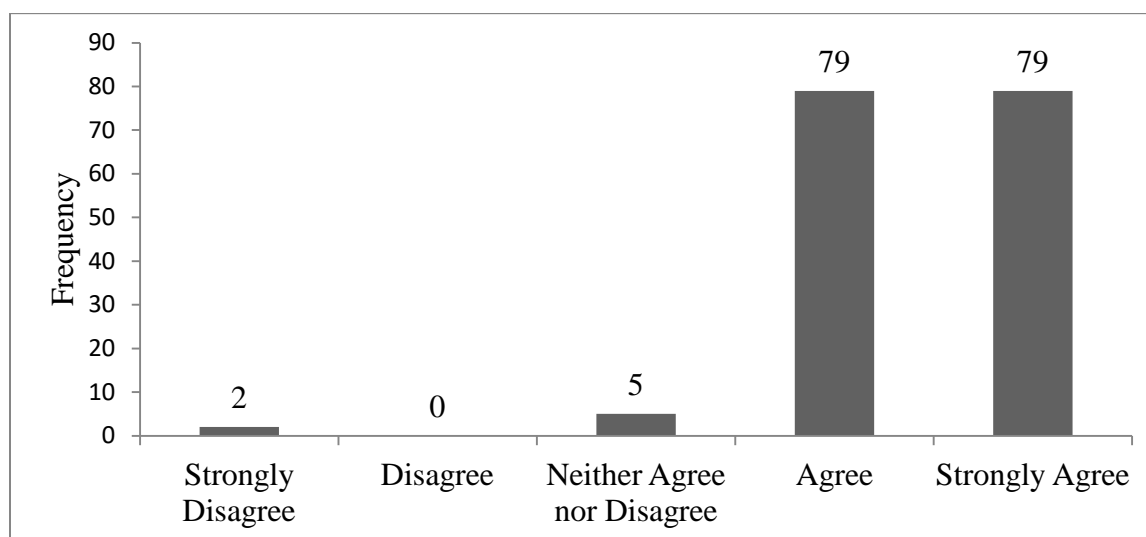


Figure 20. Frequencies for survey item 20.

Figure 21 presents the frequencies for item twenty-one, “I am concerned SqFWC may reduce the quality of our other ministries.” The mean for this item was 3.13 and represents agreement with the item.

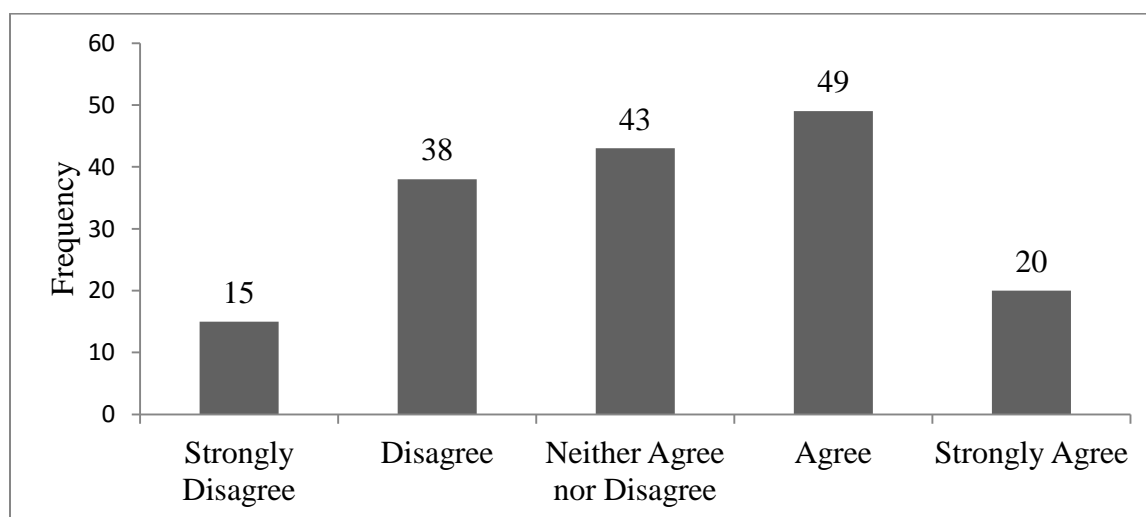


Figure 21. Frequencies for survey item 21.

Figure 22 presents the frequencies for item twenty-two, “Increasing our emphasis on unit ministry will have a favorable effect on our operations.” The mean for this item is 3.90 and represents agreement with the item.

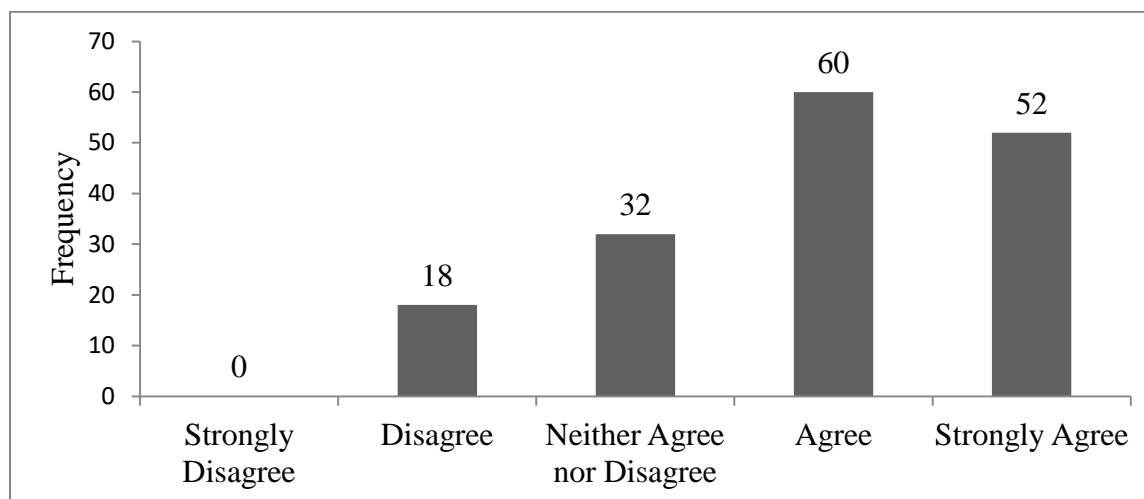


Figure 22. Frequencies for survey item 22.

Figure 23 presents the frequencies for item twenty-three, “We need to change the way we do some things in the Chaplain Corps.” The mean for this item is 4.48 and represents strong agreement with the item.

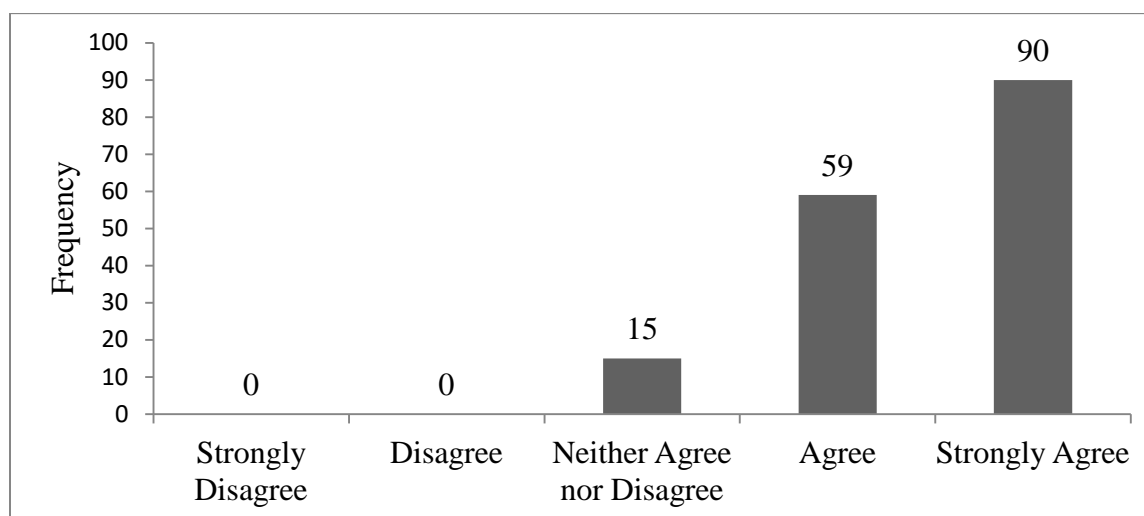


Figure 23. Frequencies for survey item 23.

Figure 24 presents the frequencies for item twenty-four, “The majority of my co-workers are dedicated to making this change work.” The mean for this item is 3.67 and represents agreement with the item.

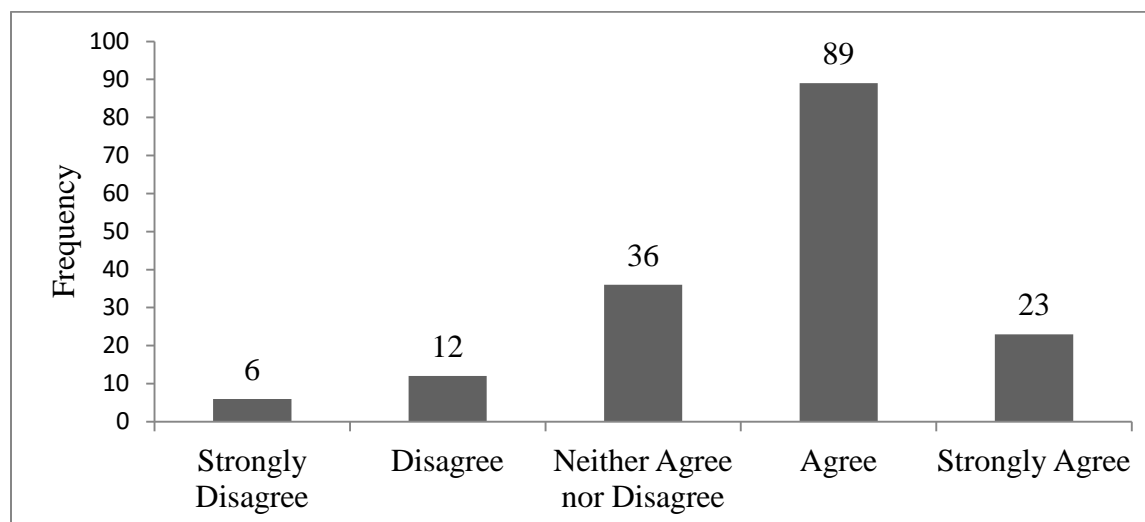


Figure 24. Frequencies for survey item 24.

Figure 25 presents the frequencies for item twenty-five, “I have the capability to do effective unit ministry.” The mean for this item is 4.01 and represents strong agreement with the item.

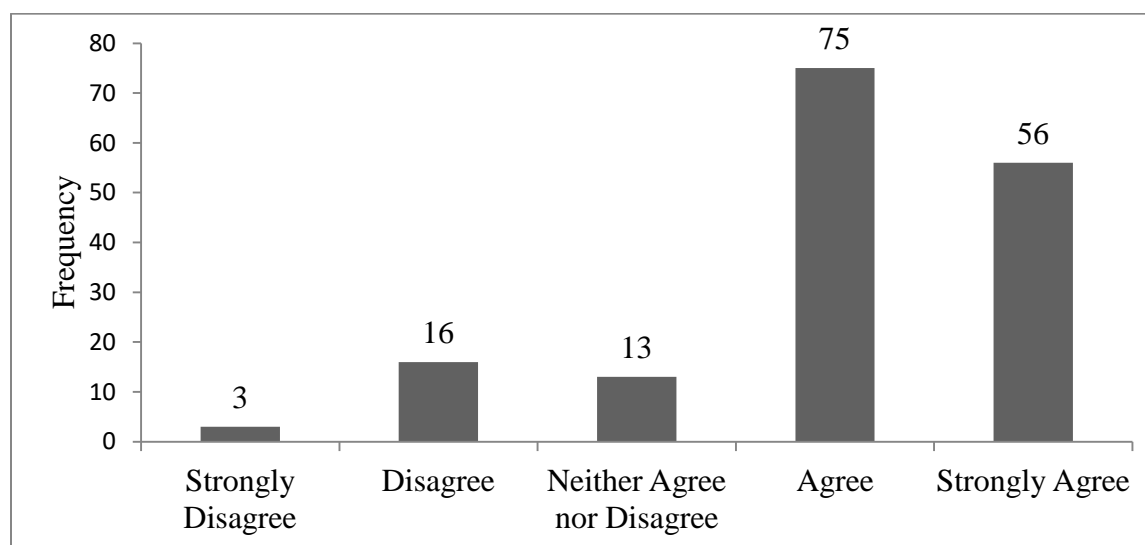


Figure 25. Frequencies for survey item 25

Figure 26 presents the frequencies for item twenty-six, “I am proud to serve in the Chaplain Corps.” The mean for this item is 4.50 which represents strong agreement with the item.

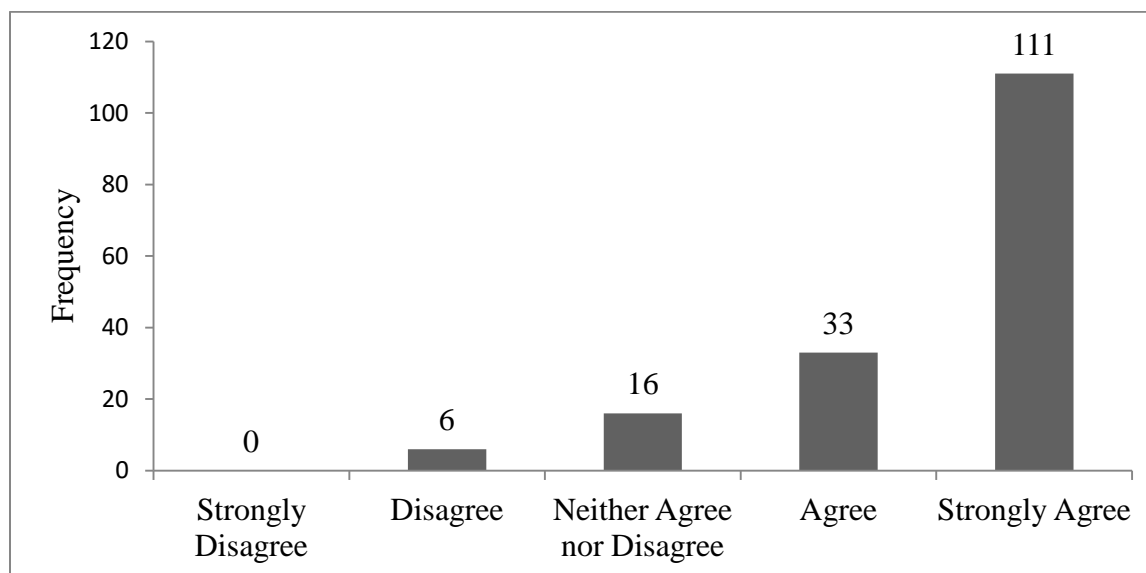


Figure 26. Frequencies for survey item 26.

Figure 27 presents the frequencies for item twenty-seven, “I receive clear guidance on my work assignments.” The mean for this item is 3.73 which represents agreement with the item.

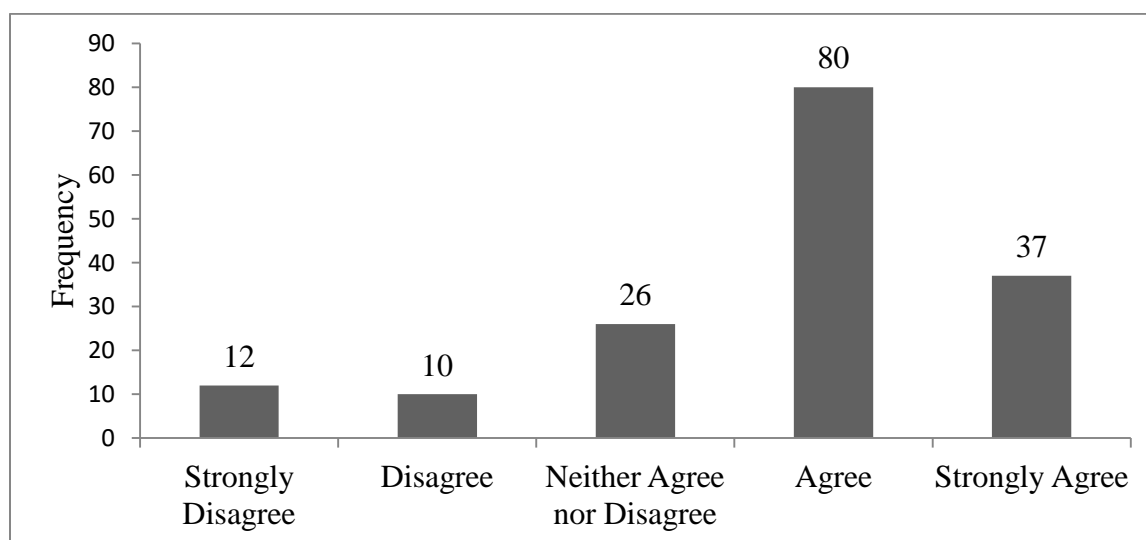


Figure 27. Frequencies for survey item 27.

Figure 28 presents the frequencies for item twenty-eight, “Some of our procedures make doing a good job difficult.” The mean for this item is 3.87 and represents agreement with the item.

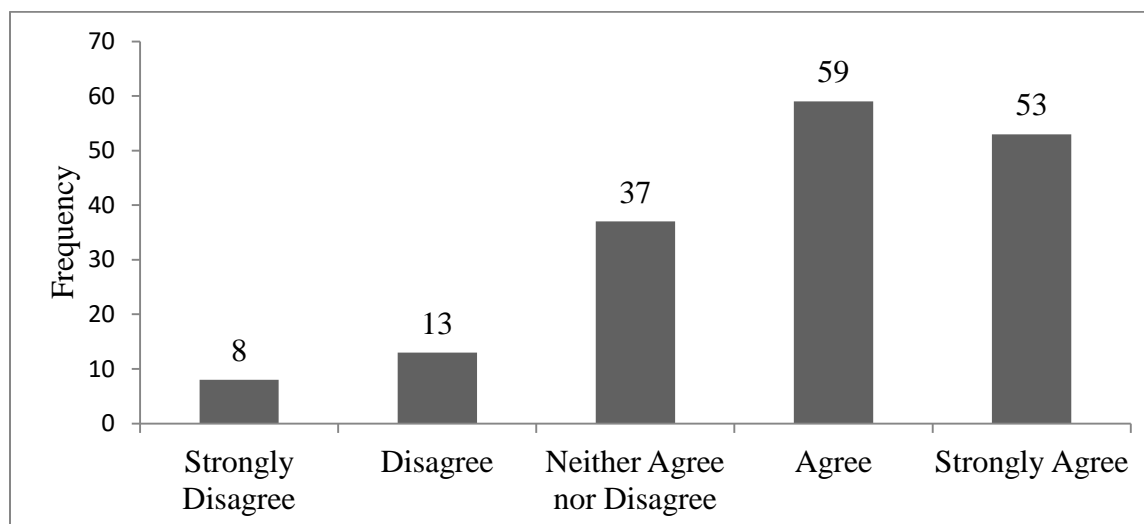


Figure 28. Frequencies for survey item 28.

Figure 29 presents the frequencies for item twenty-nine, “Spending more time in unit ministry will bring me more self-fulfillment.” The mean for this item is 3.68 and represents agreement with the item.

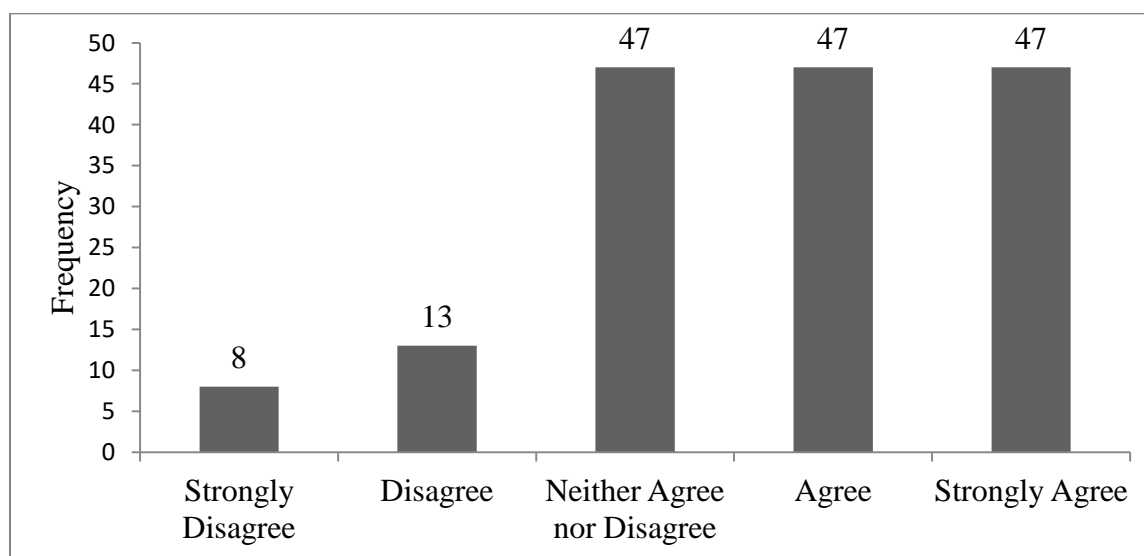


Figure 29. Frequencies for survey item 29.

Figure 30 presents the frequencies for item thirty, “Communications seem good within the Chaplain Corps.” The mean for this item is 2.90 which represents disagreement with the item.

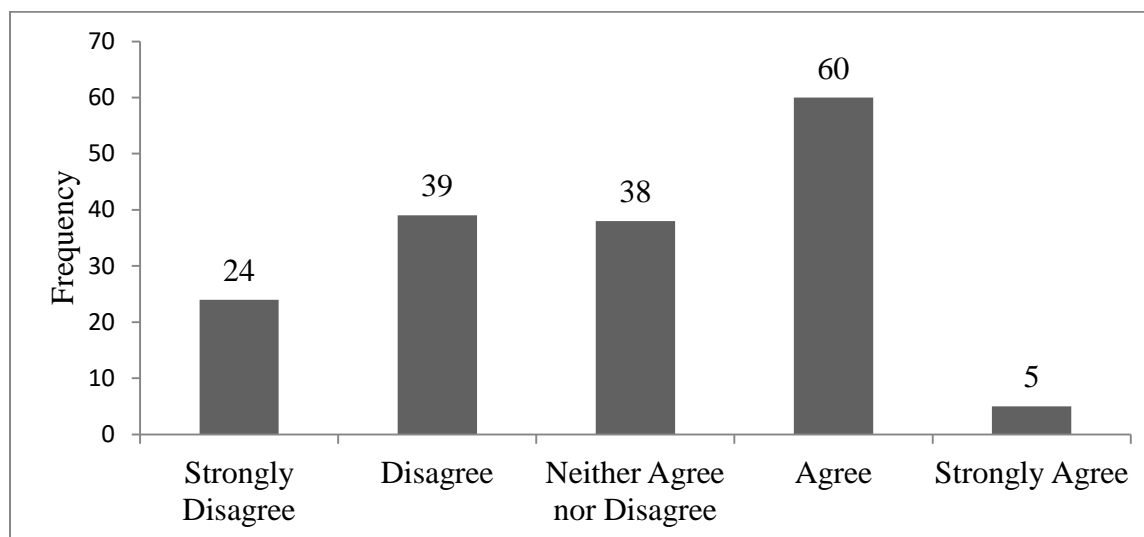


Figure 30. Frequencies for survey item 30.

Figure 31 presents the frequencies for item thirty-one, “We need to improve our effectiveness by changing Chaplain Corps priorities.” The mean for this item is 3.57 which represents agreement with the item.

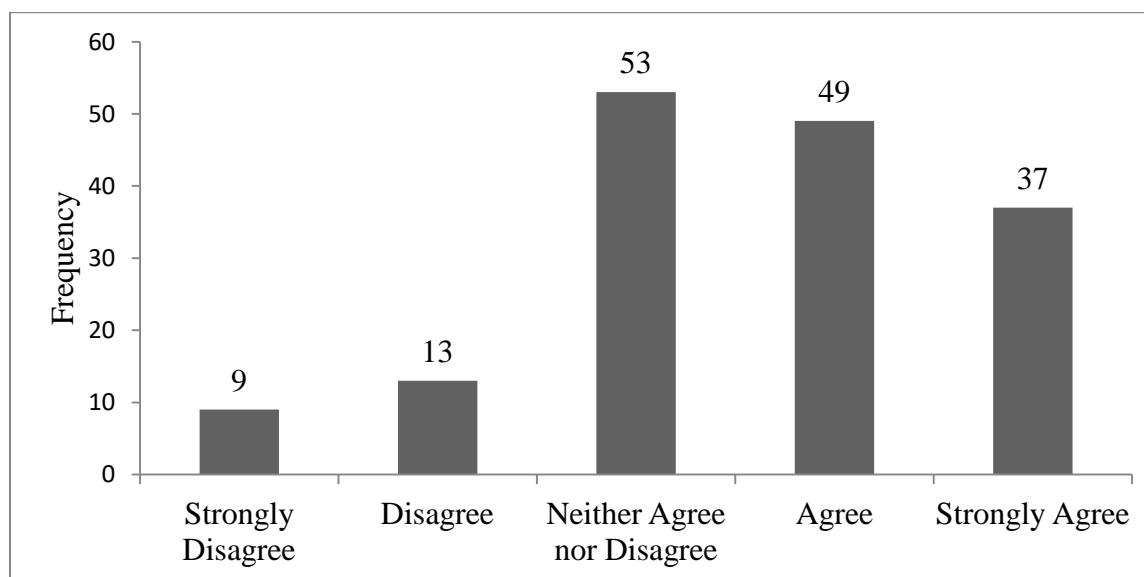


Figure 31. Frequencies for survey item 31.

Figure 32 presents the frequencies for item thirty-two, “Establishing goals for SqFWC is right for our situation.” The mean for this item is 3.76 which represents agreement with the item.

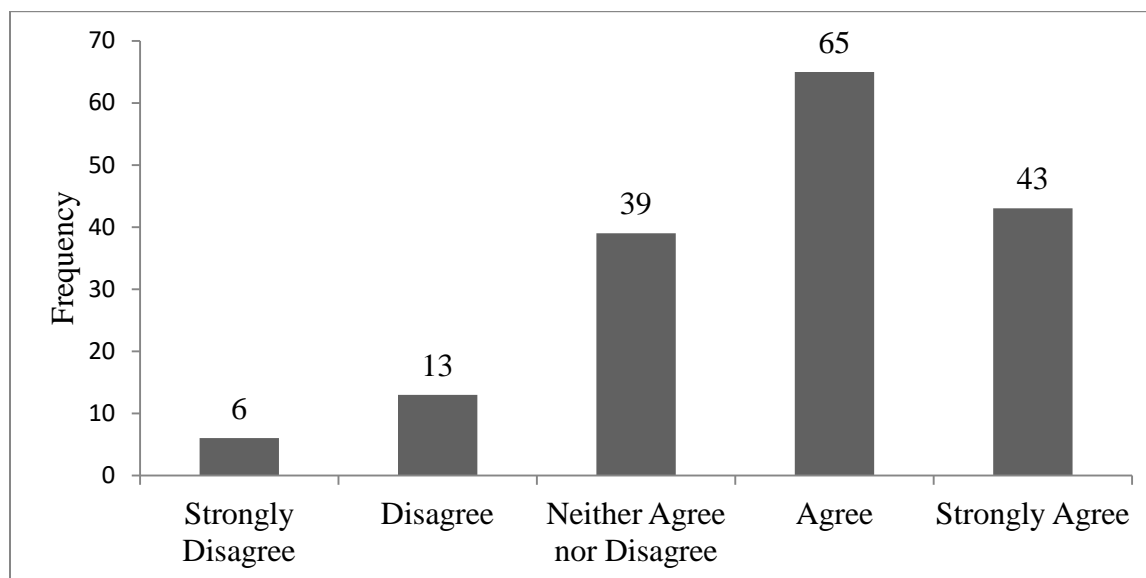


Figure 32. Frequencies for survey item 32.

Figure 33 presents the frequencies for item thirty-three, “Current Chaplain Corps changes will benefit my career.” The mean for this item was 3.10 which represents agreement with the item.

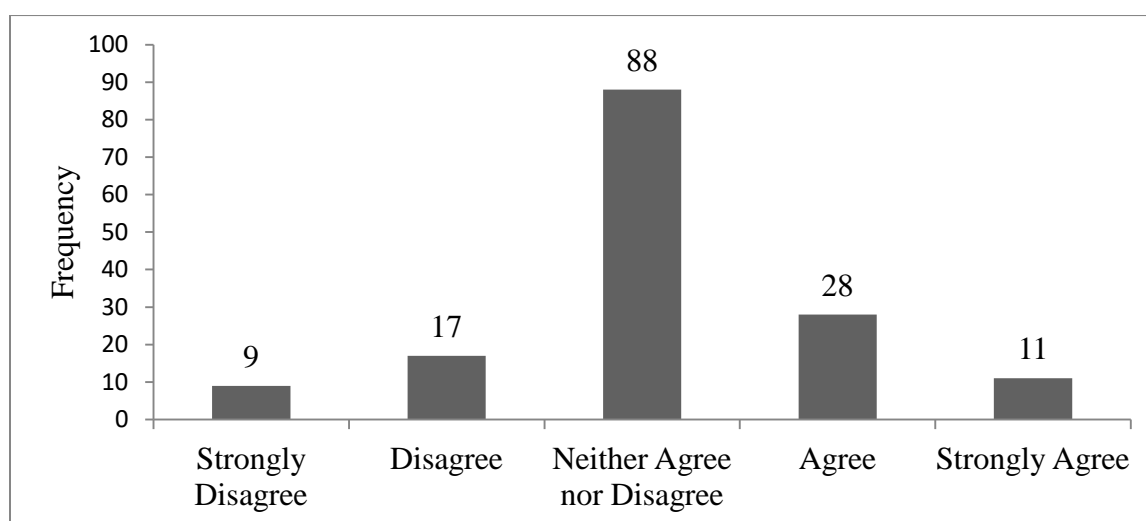


Figure 33. Frequencies for survey item 33.

Figure 34 presents the frequencies for item thirty-four, “I am capable of performing my other duties and still meeting SqFWC goals.” The mean for this item is 2.57 which represents disagreement with the item.

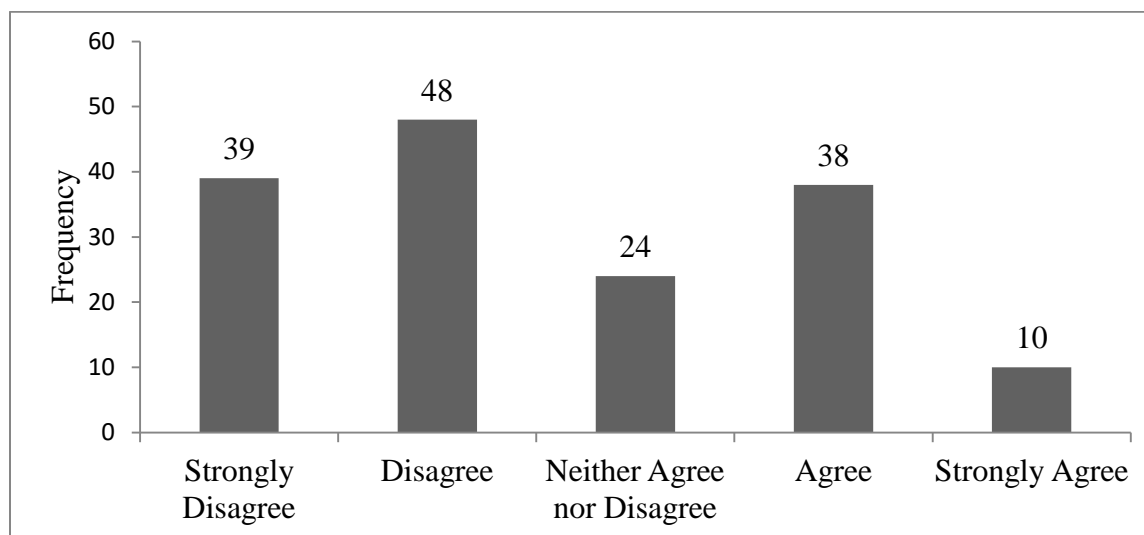


Figure 34. Frequencies for survey item 34.

Figure 35 presents the frequencies for item thirty-five, “Chaplain Corps top leaders support making unit ministry our number one priority.” The mean for this item is 3.46 and represents agreement with the item.

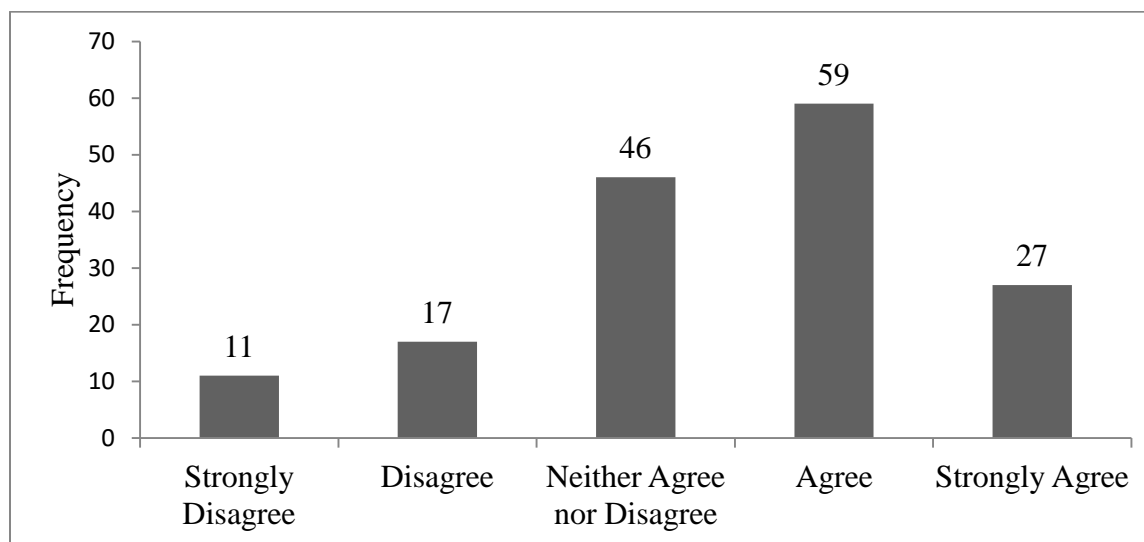


Figure 35. Frequencies for survey item 35.

In Appendix E the quantitative variables are listed in descending order of mean values. The highest mean, 4.68 is for item 9, “Focusing on caring for Airmen and families is right for the Chaplain Corps.” The lowest mean value is 2.43 for item 19, “My unit can successfully meet SqFWC goals and still fulfill our other requirements.” The lowest mean value when including reverse scored items is for item 18, “I have too much to do at work,” 2.03 when reverse scored.

Inclusion of Items for Survey Analysis

Responses from the 35 Likert-type questions were evaluated to determine if any variables should be excluded from study analysis. As described previously examination of online survey responses reduced the number from 259 initially accessing survey links to 167 participants in the study. Similarly, all survey items were reviewed to see if any should be excluded from analysis. Steps taken to support and insure survey reliability and validity are described below, and all questions met these criteria. One question, however, seemed less discriminating than the others. This was item 33, “Current Chaplain Corps changes will benefit my career.” This question was skipped or marked “Not applicable” by 14 participants (8.4%), the highest number for any survey item, and of those who did answer the question the majority (58%) responded with selection 3 “neither agree nor disagree.” This was one of only three questions for which number 3 on the Likert scale was selected by the highest number of respondents, with a number well higher than any other variable. For those who did answer the question responses were fairly evenly distributed with a mean of 3.23. This item seemed to provide limited differentiation among respondents (Fowler, 2009).

The problem with this question may relate to the use of the phrase “benefit my career.” In the military careerism has a negative connotation and is sometimes seen as putting one’s own advancement ahead of the good of the service. Also advancement in a person’s career often

equates with military promotion in rank, and respondents may have felt that the changes being studied were unlikely to be related to promotion opportunities.

After considering the issues related to this question it was not excluded from the study analysis. Although the question may have been less discriminating than others it still represented the opinions of the participants who responded, and there was no compelling reason to exclude it. This decision had the benefit of allowing analysis of all 20 items from the source survey Organizational Change Recipients' Beliefs Scale, for which reliability and validity were well established (Armenakis et al., 2007).

Reliability and Validity

Construct validity of the survey was based on its use to two previously well documented instruments, the Organizational Change Recipients' Beliefs Scale (Armenakis et al., 2007) and the Job Satisfaction Survey (Spector, 1997). Both instruments have been administered to large numbers of participants and shown to demonstrate both statistical reliability and validity. Both have been carefully evaluated for reliability and validity using subject matter experts, item and factor analysis, pilot testing, test-retest comparison, and Cronbach's *alpha* as a measure of consistency throughout the instruments and within their subscales. The questions taken from these surveys have been used and edited by permission to include Chaplain Corps terminology.

Face and content validity of the survey items used in this study have been strengthened by collaboration with Chaplain Corps personnel and Air Force analysts and by comparing items included with appropriate change literature (Burke, 2002; Carnall, 2003; Cawsey & Deszca, 2007). The survey was reviewed and discussed by Air Force personnel of varying ranks to insure that the questions used were clear and could be expected to provide the information required.

Prior to administration the survey was pre-tested by staff chaplain personnel who provided additional feedback and suggestions.

Change belief items were taken from the Organizational Change Recipients' Beliefs Scale (Armenakis et al., 2007). This scale has been thoroughly tested both for validity and reliability utilizing a number of tests and procedures, including factor analysis, internal measures of consistency, and comparison with other instruments (Holt et al., 2007). The authors of the scale state that "by administering this scale to organizational change recipients, a change agent can determine the extent to which ownership for an organizational change exists" (Armenakis et al., 2007, p. 502).

The job satisfaction section of the study utilized questions from the Job Satisfaction Survey (Spector, 1997). This survey has been administered to thousands of participants and has shown reliability both through test-retest evaluation and through an overall Cronbach's *alpha* of 0.91 (Spector, 1997, p. 11). Its validity has been supported by numerous correlational studies comparing its results to those of other similar instruments (Spector, 2011). The twelve questions taken from this survey come from the five subscales dealing with the nature of work, operating conditions, communication, supervision, and co-workers.

The reliability of the study was also supported by Cronbach's *alphas* for the survey questions concerned with the 20 Overall Change Beliefs (.74) and each of the five change belief categories: Discrepancy (.70), Appropriateness (.73), Efficacy (.59), Principal Support (.51). and Valence (.80). A Cronbach's alpha was also calculated for the 12 Job Satisfaction items (.82). These scores suggest internal consistency of the various subscales utilized in the survey.

Research Question One: How Positive Are Participants' Overall Change Beliefs?

This question evaluated current member beliefs concerning the Chaplain Corps change initiative. The level of positive beliefs may also been called the “degree of buy-in by organizational change recipients” (Armenakis et al., 2007, p. 481). The 20 change belief survey item responses were scored on the Likert scale. A new Overall Change Beliefs (OCB) variable was calculated from these questions by adding the scores of the variables and dividing by 20. The new variable had a mean of 3.74, a median of 3.75, and a standard deviation of 0.41. The mean for this new variable indicated the level of agreement with positive change beliefs, with a higher score indicating more positive beliefs concerning the change.

In computing the combined variables in this study the decision was made to replace missing data in individual survey questions with the computed mean for that variable. This allowed data to be included from individuals who may have skipped one or more questions, thereby capturing as much information as possible (Armenakis et al., 2007). Fowler suggests that this procedure can be helpful by allowing responses to be included from all participants. He also states that less than 5% missing data from any variable is unlikely to affect analysis results (Fowler, 2009, p. 158). Overall, 1.5% of possible values were missing, with only three of the 35 Likert-type questions receiving a greater than 5% non-response rate. To have excluded scores from a number of participants because of skipped items could have significantly reduced the amount of data available for analysis.

Researchers suggest that participants may at times report scores somewhat more favorable than their true feelings. This social desirability bias (SDB) can encourage responses which reflect what participants believe researchers want. Since this effect might have an influence in a military organization, it is possible that mean scores somewhat above 3 (neither

agree nor disagree) may actually reflect a neutral position (Norwood & Lusk, 2011; Peterson, 2000). In the current study change belief variables and factors with a mean from 4.00 to 5.00 were considered to show strong agreement; those with a mean of 3.00 to 3.99 were considered to show agreement, and those with a mean below 3.00 were considered to show disagreement.

Research Question Two: Are Some Change Beliefs Rated More Positively and Some More Negatively?

This question examined which of the 5 types of change beliefs identified by Armenakis et al. (2007) (discrepancy, appropriateness, efficacy, principal support, and valence) were rated more positively and which more negatively in relationship to the current change. A new combined variable was computed for each of the five elements from the scores of the items previously identified with that element. Table 6 presents the descriptive statistics for the five variables. See Appendix D for the list of survey questions included for each combined variable.

Table 6

Five Change Belief Category Variables

Category	Mean	Median	Mode	SD
Discrepancy (DIS)	4.15	4.25	4.50	0.63
Appropriateness (APP)	4.13	4.25	5.00	0.66
Principal Support (PRS)	3.71	3.75	4.00	0.63
Valence (VAL)	3.53	3.50	4.00	0.81
Efficacy (EFF)	3.18	3.00	3.00	0.77

Note. Change categories are listed in descending order of mean value.

The relationship between the change belief elements was examined using a within subjects ANOVA test. The test, with sphericity assumed based on Mauchly's test of sphericity, indicated that there was significant difference between the five means ($F(4, 664) = 68.627, p < .001$) with a partial η^2 of 0.29. The means of Discrepancy (4.15) and Appropriateness (4.13) were the highest of the five and did not differ significantly from each other. The mean of

Principal Support (3.71) was significantly lower than Discrepancy and Appropriateness ($p < .001$). The mean of Valence (3.53) was significantly lower than Principal Support ($p < .05$), and the mean of Efficacy (3.18) was significantly lower than Valence as well as the other three variables ($p < .001$). The fact that Efficacy received the lowest score suggests participants are less confident that change will be successfully implemented than in other change belief elements.

Research Question Three: What Is the Level of Chaplain Corps Job Satisfaction?

To determine the overall level of reported job satisfaction a created variable Job Satisfaction (JS) combined the scores of the 12 job satisfaction questions, adding the scores of the variables and dividing the result by 12. These questions were taken from the Job Satisfaction Survey and edited by permission to include wording appropriate to the Chaplain Corps (Spector, 1997). Two of the questions, item 18, “I have too much to do at work” and item 28, “Some of our policies and procedures make doing a good job difficult” were reverse scored. These items were worded in such a way that agreement with the item indicated a low level of agreement with the attribute being tested—job satisfaction (Cronk, 2012; Wake Forest University, 2016).

Questions from five categories within the Job Satisfaction Survey were used in this study. Questions related to pay, benefits, and promotion were not included, since these topics appear to be unrelated to the Chaplain Corps changes being studied. The mean of the computed variable was 3.59 with a standard deviation of 0.58. A 95% confidence interval was computed with the upper and lower bounds being 3.50 and 3.67; there is 95% confidence that the population mean for this variable falls between these two scores.

Job satisfaction scores were compared with the norms established for the Job Satisfaction Survey based on the responses of over 40,000 participants (Robbins & Judge, 2011; Spector, 2011; Volti, 2008). To make this comparison the overall mean of prior participants' Job

Satisfaction Survey scores for the categories included in this study was calculated to be 4.19 on a 6 point Likert scale. Comparing Likert-type scores from a 6 point to a five point scale is not considered exact, since Likert responses cannot be assumed to be equidistant from each other as would be the case in a scale variable. Job Satisfaction (JS) is a continuous variable based on data entered on a Likert-type scale. A mathematical comparison between six and five point scales can be calculated, however, and the published 4.19 mean from a six point scale equates to a mean of 3.55 on a five point scale. To calculate the conversion 1.0 on the five point scale equals 1.0 on the six point scale; 5.0 on the five point scale equals 6.0 on the six point scale; and the intervening points are equidistant, as presented in Table 7 (IBM, 2016; Spector, 2011). The formula would be $(4.19 - 1.0) \times (0.8) + (1.0) = 3.55$.

Table 7

Scale for Conversion of Six Point Likert Scale to Five Point Likert Scale

Score on 6 point scale	Equivalent score on 5 point scale
1.0	1.0
2.0	1.8
3.0	2.6
4.0	3.4
5.0	4.2
6.0	5.0

A single-sample t test was calculated comparing the Chaplain Corps job satisfaction mean (3.59) to a constant equal to the published mean norm converted to a 5 point scale (3.55). No significant difference was found ($t(166) = .737, p = .462$). The Chaplain Corps job satisfaction score does not differ significantly from the published norm.

In his discussion of the scoring of the Job Satisfaction Survey, Spector (2007) states that items with a mean response above the midpoint of the scoring scale indicate satisfaction. In this study scores above 3.0 on the five point scale were considered to indicate favorable job

satisfaction, while those below 3.0 were considered to indicate unfavorable job satisfaction. The percentage of favorable scores was compared to average American job satisfaction scores, found in the literature to be 60% to 85% positive (Robbins & Judge, 2011; Volti, 2008). The Chaplain Corps 86.6% job satisfaction scores, presented in Table 8, compared favorably to average American job satisfaction scores.

Table 8

Favorable Job Satisfaction Percentage

Job satisfaction	Favorable	Neutral	Unfavorable
Number	145	3	19
Percent	86.8	1.8	11.4

Research Question Four: What Is the Relationship Between Change Beliefs and Job Satisfaction?

To examine the relationship between Overall Change Beliefs and Job Satisfaction the correlation between these two combined variables was calculated. Murray (2013) suggests that parametric tests may be appropriately used on data from Likert-type variables, and a Pearson correlation was calculated. The test indicated low to moderate, statistically significant correlation between the two variables ($r = .23$, $p < .01$, $r^2 = 0.05$). The effect size for the correlation as indicated by the correlation of determination r^2 was small to moderate (Cronk, 2012).

A simple linear regression was calculated to determine whether Overall Change Beliefs (OCB) was a significant predictor of Job Satisfaction (JS). The regression was calculated to predict participants' Job Satisfaction based on their Overall Change Beliefs. A significant regression equation was found ($F(1,165) = 9.320$, $p < .01$), with an r^2 of 0.05. Participants' predicted Job Satisfaction is equal to $2.342 + .333$ (OCB) when Overall Change Beliefs is measured on a 5 point scale. Participants' Job Satisfaction score increased by 0.33 for every Overall Change Beliefs increase of 1 on the 5 point scale.

A Pearson correlation was run to examine the relationship between Job Satisfaction (JS) and each of the 5 change belief categories, Discrepancy (DIS), Appropriateness (APP), Efficacy (EFF), Principal Support (PRS), and Valence (VAL). Three of the five categories were significantly related to Job Satisfaction, as indicated in Table 9. Principal Support showed the highest, though still moderate correlation with Job Satisfaction. Efficacy was also moderately positively related to Job Satisfaction. Discrepancy was moderately negatively related to Job Satisfaction. Each of the significant correlations showed medium effect sizes, as indicated by the coefficient of determination (r^2) (Cronk, 2012). Those who believed current changes were supported by the organization and that the changes could be accomplished showed a positive relationship to job satisfaction. Those who expressed a stronger need for change in the organization reported lower job satisfaction. Valence and Appropriateness were not significantly related to Job satisfaction.

Table 9

Correlation Between Five Change Belief Categories and Job Satisfaction

Change Belief Category	<i>n</i>	Pearson's <i>r</i> to Job Satisfaction (JS)	Significance	Effect Size r^2
Discrepancy (DIS)	167	-.43	< 0.001	.183
Appropriateness (APP)	167	.02	Not Sig	Not Sig
Efficacy (EFF)	167	.45	< 0.001	.203
Principal Support (PRS)	167	.57	< 0.001	.326
Valence (VAL)	167	.03	Not Sig	Not Sig

Additionally a multiple linear regression was calculated to examine the relationship of the 5 change belief categories to job satisfaction (Murray, 2013). The regression was calculated to predict participants' Job Satisfaction (JS) based on their beliefs related to Discrepancy (DIS), Appropriateness (APP), Efficacy (EFF), Principal Support (PRS), and Valence (VAL). A significant regression equation was found ($F(5, 161) = 29.623, p < .001$) with an r^2 of 0.48.

Participants' predicted Job Satisfaction (JS) score is equal to $3.057 - .259 (\text{DIS}) - .190 (\text{APP}) + .146 (\text{EFF}) + .445 (\text{PRS}) + .077 (\text{VAL})$ when all are measured on a 5 point scale. Participants' Job Satisfaction (JS) scores increased by 0.26 for each one point decrease in Discrepancy (DIS) and by 0.19 for each one point decrease in Appropriateness (APP). Their Job Satisfaction (JS) scores increased by .015 for each increase of one point in Efficacy (EFF) and by 0.45 for each one point increase in Principal Support (PRS). Coefficients of Discrepancy, Efficacy and Principal Support were significant at the .01 level. The coefficient of Appropriateness was significant at the .05 level. Valence was not found to be a significant predictor of Job Satisfaction.

Research Question Five: What Is the Relationship of Demographic Factors to Survey Results?

Information on several demographic categories was collected on the survey. These were military grade, level of assignment, years of service in the Chaplain Corps, major command of assignment, and military status. Of these areas the four examined were military grade, level of assignment, years of service in the Chaplain Corps, and military status. Major command of assignment was not appropriate for study since participants were widely spread over a number of commands with many having only a few participants.

Military grade. For purpose of analysis participants were divided into three groups: enlisted chaplain assistants ($n = 49$), junior officer chaplains (second lieutenant through major) ($n = 66$), and senior officer chaplains (lieutenant colonel through brigadier general) ($n = 52$). To examine the differences between these 3 categories one-way ANOVA tests were run with Grade being the independent variable, converted to a 3-level categorical variable (Davey et al., 2001). The computed variables tested were Overall Change Beliefs (OCB), Discrepancy (DIS),

Appropriateness (APP), Efficacy (EFF), Principal Support (PRS), Valence (VAL), and Job Satisfaction (JS).

A significant relationship was found between grade and four of these variables: Efficacy ($F(2,164) = 5.804, p < .01$), Principal Support ($F(2,164) = 3.659, p < .05$), Overall Change Beliefs ($F(2,164) = 3.899, p < .05$), and Job Satisfaction ($F(2,164) = 2.295, p < .01$). The analysis as indicated in Table 10 reveals significant differences. Junior officers have significantly more positive Overall Change Beliefs than do enlisted members. Senior officers indicated higher job satisfaction than either enlisted members or junior officers. Both junior and senior officers believe more strongly in Efficacy than do enlisted members, and senior officers believe more strongly in Principal Support than do enlisted members. Junior officers do not differ significantly from either senior officers or enlisted members on Principal Support. The effect size, η^2 , for the relationships indicated is considered small to moderate (Cronk, 2012).

Level of assignment. For purpose of analysis Level of Assignment was divided into two groups. Seventy-six percent of participants (127) were at the wing or operational level. Those indicating their status as Air Staff, MAJCOM Staff, or Other Staff assignment were combined to form the second group, having 22% of participants (36). Four participants checked “other” or did not respond to this item, and they were not considered in the analysis.

To consider what differences might exist between these two groups independent sample t tests were run to compare the means of these two groups on the calculated Change Belief variables and the Job Satisfaction variable. No significant mean difference was found on any of the calculated Change Belief variables. Significant difference in means was found, however, on the Job Satisfaction variable. Comparing the means of the two groups on the Job Satisfaction (JS) variable revealed a significant difference ($t(161) = -2.412, p = .017$). The mean of staff

chaplains ($m = 3.790$, $sd = .486$) was significantly higher than the mean of wing/unit chaplains ($m = 3.527$, $sd = .600$).

Table 10

Significant One Way ANOVA Results for Military Grade

Dependent Variable	Compare	Mean Difference	Significance	95% Confidence Interval	
				Lower Bound	Upper Bound
<u>Overall Change</u>					
<u>Beliefs</u>					
Mean 1 = 3.61	Grade 1 and Grade 2	0.19	< .05	- 0.37	- 0.02
Mean 2 = 3.80					
$Eta^2 = .045$					
<u>Efficacy</u>					
Mean 1 = 2.87	Grade 1 and Grade 2	0.43	< .01	- 0.77	- 0.10
Mean 2 = 3.30					
Mean 3 = 3.31	Grade 3 and Grade 1	0.44	< .05	0.08	0.79
$Eta^2 = .066$					
<u>Principal Support</u>					
Mean 1 = 3.53	Grade 3 and Grade 1	0.33	< .05	0.04	0.62
Mean 3 = 3.86					
$Eta^2 = .043$					
<u>Job Satisfaction</u>					
Mean 1 = 3.47	Grade 2 and Grade 3	0.36	< .01	- 0.60	- 0.11
Mean 2 = 3.47					
Mean 3 = 3.83	Grade 3 and Grade 1	0.36	< .01	- 0.62	- 0.10
$Eta^2 = .082$					

Note: 1 = chaplain assistants, 2 = chaplain junior officers, 3 = chaplain senior officers.

Years of service. Pearson correlations were calculated comparing YOS to Overall Change Beliefs (OCB), Discrepancy (DIS), Appropriateness (APP), Efficacy (EFF), Principal Support (PRS), Valence (VAL), and Job Satisfaction (JS). Of these seven variables only Valence showed significant correlation with Job Satisfaction. The correlation was low, and negative ($r = -0.18$, $p < .05$, $r^2 = 0.03$). People with more years of service had slightly lower levels of belief in the positive impact of the changes upon themselves. The effect size for the correlation as indicated by the coefficient of determination (r^2) was small (Cronk, 2012).

Military status. The two categories of participants in the study were active duty ($n = 111$) and Reserve ($n = 56$) military members. In order to determine what differences might exist between these two groups independent sample t tests were run to compare the means of these two groups on the calculated variables Overall Change Beliefs (OCB), Job Satisfaction (JS), and the five change belief category variables. Reserve members had significantly higher mean scores than active duty personnel on five of the seven variables, as indicated in Table 11. The mean scores were not significantly different on the variables Discrepancy (DIS) and Job Satisfaction (JS).

Table 11

Significant Independent Sample t Test Results for Military Status

	t	df	Sig	95% Confidence Interval of the Difference		Cohen's d
				Lower	Upper	
Overall Change Beliefs (OCB)						
Mean 1 = 3.666	-3.352	165	<.01	-.341	-.088	.522
Mean 2 = 3.881						
Appropriateness (APP)						
Mean 1 = 4.053	-2.145	165	.033	-.440	-.018	.334
Mean 2 = 4.282						
Efficacy (EFF)						
Mean 1 = 3.023	-3.763	165	<.01	-.700	-.218	.586
Mean 2 = 3.482						
Principal Support (PRS)						
Mean 1 = 3.632	-2.210	165	.028	-.425	-.024	.344
Mean 2 = 3.857						
Valence (VAL)						
Mean 1 = 3.411	-2.735	165	<.01	-.610	-.098	.426
Mean 2 = 3.765						

Note: 1= active duty ($n = 111$), 2 = Reserve ($n = 56$). Equal variances assumed.

Research Question Six: What Information Is Provided by Qualitative Analysis of the Open-Ended Questions?

The survey included three open-ended questions which allowed participants to express their opinions in their own words. This provided the advantage of giving members the freedom to comment beyond the stated questions and share feelings which the creators of the survey might not have expected (Fowler, 2009). The questions were “What limitations, barriers, or failures have you encountered in implementing Squadron Focused Warrior Care (SqFWC)?”; “What successes have you experienced in implementing SqFWC?” and; “What other suggestions do you have for maximizing the Chaplain Corps’ contribution to the Air Force mission?” These elicited over 180 responses. The three questions were not evaluated separately, but responses to all questions were considered as a part of the same process. The responses were considered from a qualitative perspective. Using an inductive exploration method the insights were allowed “to emerge from the perspectives of participants” (Merriam, 2002, p. 176).

Coding. The process of exploring these responses began with reading the items and using a process of open coding to attach a name or code word to each thought or element identified (Merriam, 2002). One hundred and twenty individual thoughts or elements were identified, with some of the same points being mentioned by over 20 individuals. This open coding was followed by a process of axial coding, which allowed the elements to be grouped into categories based on the common themes included. These themes are listed Figure 36 in order of the importance of the theme to participants, based on the number of times the theme was mentioned.

Themes. In making a topical outline or PowerPoint presentation the temptation might be to begin with theme 6, “Enthusiasm for Airman-focused/Squadron-focused ministry.” This is the

point at which Chaplain Corps leaders began this change initiative. They were convinced, as were other Air Force leaders, that a squadron-focused ministry approach could provide the greatest value to the Airmen and families who should be their primary focus. Interestingly, though most participants agreed with the importance of this squadron-focused approach—as also indicated by their responses to the 35 Likert-type questions in the survey—the themes which were mentioned here most often dealt with problems or challenges in implementing such a ministry. In Table 12 the ten themes identified are presented in descending order of number of times mentioned.

Table 12

Rank Order of Open-ended Themes Based on Number of Times Mentioned

Rank Order	Theme Identified
1	Conflict with other required duties
2	Top-down, one-size-fits-all approach
3	Manpower issues
4	Conflicting goals and ministry models
5	Time pressure
6	Enthusiasm for Airman-focused/Squadron-focused ministry
7	Importance of worship/unique Chaplain Corps identity and ministries
8	SqFWC successes
9	Dissatisfaction with AFCCARS/reporting requirements and procedures
10	Need for education and training

Conflict with other required duties. The first theme, which was mentioned on numerous surveys, was the difficulty in increasing the focus on unit ministry while numerous other duties still remain. As one person put it, “Inherent military duties will never go away.” Administrative duties, additional duties, taskers from commander or higher headquarters, and “office administrivia” were among the frequently mentioned examples. Participants noted that other duties must still be maintained while “engaging in unit activities for Squadron-Focused Warrior Care.” One person spoke of “the overwhelming burden of all the extra duties involved on a day-

to-day basis.” The underlying message in many of these responses was support for the idea of more unit ministry but frustration with the need to meet all the conflicting priorities. That frustration is obvious in the comment “There’s a major conflict between the goals set by the Chaplain Corps and the rest of the demands placed on our people, thus causing perpetual delinquency in meeting HC goals.”

Top-down, one-size-fits-all approach. The second theme was dissatisfaction with Air Force-wide goals and metrics announced by the Office of the Chief of Chaplains. Frequent comments reflected the feeling that policy makers in Washington were not in touch with local needs and capabilities and yet had established goals that had to be met, regardless. As one response noted, “What works at Travis does not work at Schriever and does not work at Hurlburt. The one program fits all mentality is highly flawed. The individual bases know far better what is needed at their wings than HQAF.” Another said “a rigid WIG/SqFWC standard—45% for all levels of unit engagement is not helpful.”

Members pointed out that units can be very different from one another; unit visits during duty hours are helpful for some units, but interruptions to others. One felt there was, “Too much control over the Wing Chaplain in implementing SqFWC. Stop micromanaging it!” Perhaps a good summary of the opinions expressed was the call for “less emphasis on an arbitrary number and more leeway to allow wing/group/squadron commanders to have a say in how their chaplains provide services to their members would be more effective.”

Manpower issues. The interconnected nature of several of these themes is undeniable. Based on the requirements levied, many personnel highlighted manpower shortages and/or a lack of congruence between new Chaplain Corps priorities and the Air Force manpower standard for Chaplain Corps manning. The simple problem stated by one participant was “There is not

enough manpower to reach established goals.” Another used almost the same words: “inadequate manning to accomplish the required visitation goal.” Besides this was the concern that the Air Force manpower standard used to allocate personnel to a given location is not based on the unit ministry model. The concern was expressed that units would lose manning if they reduced the number of worship services (an important measurement included in the manpower standard) to focus on Squadron-focused Warrior Care.

An issue raised by several individuals was the disparity between chaplain and chaplain assistant manning. The fact that “We do not have a one-to-one ratio Chaplains-to-Chaplain Assistants frequently makes the Religious Support Team (RST) concept unworkable.” Chaplain Assistant administrative and additional duties were also mentioned as a reason these personnel were less free than Chaplains to engage in unit ministry. As one chaplain remarked “We don’t have chaplain assistants that are able to go with us—we are short RST partners.”

Conflicting goals and ministry models. One participant with several years’ experience in the Chaplain Corps suggested that “It seems we go back and forth on which model we are going to focus upon: industrial or parish. I can list 100 pros and cons for each.” Implied in this statement seems to be the question as to whether the unit ministry focus is here to stay or is it just today’s priority which may soon be replaced by something else. Based on limited manpower and resources many felt that it was “difficult to balance unit ministry and chapel based ministry.” One member felt that the Chaplain Corps needed to “make a decision regarding Chapel based emphasis (primarily to our retired community members) or SqFWC.” Another person described the problem as “trying to do both SqFWC and parish worship. One or the other, but trying to do both makes one suffer.” There were mixed feelings as to which aspect of ministry should take

precedent, but many clearly felt they were being asked to do too many different, and sometimes mutually exclusive, things well.

Time pressure. Time pressure is certainly related to many of the other themes, and it was mentioned specifically by a large number of respondents. As one person said, “We need more manpower...or more hours in the day.” Because of competing priorities one member noted “it seems like many base level chapels are playing continual catch-up.” One said the biggest barrier to implementing SqFWC was “time constraints and too many other ‘obligations.’” This sense of “not enough hours in the day” coincided with findings from the quantitative portion of the survey in which two-thirds of respondents agreed or strongly agreed with the statement “I have too much to do at work.”

Enthusiasm for Airman-focused/Squadron-focused ministry. It is interesting to note that though members identified many problems related to the implementation of SqFWC goals they also expressed support for the concept of increasing Airman-focused unit ministry. Among the comments were “Airmen and commanders appreciate what we do. It adds to our value when we are engaged with the Airmen” and “The highlights of 27+ year career revolve around unit involvement.” Another wrote “I have experienced personal successes by getting to know my airmen and thus being a better advocate.” One person stated “Each time I engage in SqFWC I feel fulfilled in my calling to God and others.” One member commented “getting to know the unit members one on one is like building small congregations around the base.” In many cases participants clearly felt that unit-based ministry was both essential and effective.

Importance of worship/unique Chaplain Corps identity and ministries. This may be two themes stated as one. But the two often overlap. A number of participants expressed concern that too much focus on SqFWC could reduce effectiveness of other ministries, including those they

felt were basic to Chaplain Corps identity. One summary of this concern was stated “We cannot set aside our worship in order to accomplish SqFWC. We have to maintain proficiency on our ministerial role. When we lose that we lose our identity, and we can be replaced by social workers, psychologists, etc.” Another wrote “the policy that Sunday worship, sacramental preparation, religious education, and counseling do not count as Squadron Focused Warrior Care completely undermines what many chaplains feel called to do.” He felt the SqFWC initiative was created by chaplains in Washington and does not meet the needs of commanders. Another pointed out that leading worship “is the only unique role of the chaplain” while many other agencies can also provide squadron focused programs. One felt that the most significant Chaplain Corps job was to “facilitate the free exercise of religion.” While not discounting the need for unit ministry one chaplain wrote that religious services “make us unique. Anyone can do SqFWC. We cannot forget our first love.”

Squadron-focused Warrior Care Successes. Examples of SqFWC success were given by a number of participants. One wrote “Commanders are very appreciative of the increased visitation focus and the care that is being provided.” Another spoke of “Great success! Regular visits and an office in the squadron.” One member stated that SqFWC had led to “more engagement with Squadron leaders, more connection with what is going on base-wide, and better care for those who do the mission.” Another said that the goals had led to a “renewed commitment for unit engagement.” Another spoke of improved attendance at classes and events when these were held in squadron locations rather than in chapel facilities. Other comments include “When you are engaged in the units airmen see you as ‘their’ chaplain and trust you with larger life issues,” and we have “earned the trust of commanders and first sergeants through crisis intervention moments, ministry of presence after deaths, illnesses, job changes, etc.”

Another spoke of commander appreciation and better cooperation with other helping agencies. Because of SqFWC initiative one member stated “unit engagement is the highest I have seen it in 9 years.”

Dissatisfaction with AFCCARS/reporting requirements and procedures. The SqFWC initiative relies on member inputs into the Air Force Chaplain Corps Activity Reporting System (AFCCARS) to determine success in goal attainment. Members are required to enter data indicating how they spend their time throughout the duty day and which specific tasks they are accomplishing. A specified percentage of time is required to be spent in activities which count toward SqFWC goals. This process is unpopular with many members. Some were unhappy with the amount of time required to keep up with reporting, one stating “AFCCARS is wasting time in documentation.” Others felt that ARCCARS categories were unclear or seemed to exclude valuable ministries from the SqFWC goals. One mentioned that the emphasis on reporting time-per-task led to the temptation to “make the spreadsheet look green” rather focusing on improving the quality of unit ministry. Another member felt that reporting only the amount of time spent on a given task did little to demonstrate whether anything effective had been accomplished, especially when “relationship issues” are somehow quantified. This theme was supported by responses to a question in the quantitative portion of the survey; only 28% of respondents agreed or strongly agreed with the statement “AFCCARS is an effective tool for evaluating unit ministry.”

Need for education and training. Several members suggested that more focus was needed on developing personnel who were prepared to carry out effective unit ministry. One felt that the Chaplain Corps needed to “scrap some of its educational models” and develop courses which would prepare leaders more attuned to the needs of the Air Force. Lack of preparation for

Religious Support Teams was also highlighted. Chaplain assistants are often less experienced than chaplains in unit ministry and more burdened with administrative duties. So scheduling time to work together as an RST is difficult, and a lack of training on “how to be an effective team” may also limit team impact. One member suggested that developing effective unit ministry teams should begin with recruitment and initial training, “recruiting chaplains who understand and are committed up front to SqFWC will yield results in future years.”

Key categories. Considering the best summary of the themes identified led to an ordering of the themes into 4 key categories and one core category which brings the others together. The qualitative inquiry process is based on the inductive approach, moving from specific to the general. In this case the summary moved from over 180 responses to 120 individual thoughts to ten themes to four key categories and one core category (Merriam, 2002). That core category is “Squadron-focused Warrior Care—the Challenge of Systemic Change.” Underlying this statement is the fact that organizations are by nature resistant to change. “Structural inertia acts as a counterbalance to sustain stability” (Robbins & Judge, 2011, p. 593). The outline in Figure 36 is suggested by the data. Categories are listed in logical order rather than order of importance.

Squadron-focused Warrior Care—the Challenge of Systemic Change	
1. Chaplain Corps support for increased unit ministry focus	Enthusiasm for Airman-focused/Squadron-focused ministry SqFWC successes
2. Organizational/structural resistance	Conflicting goals and ministry models Manpower issues
3. Resentment for perceived unrealistic requirements and goals	Top-down, one-size-fits-all approach Conflict with other required duties Time pressure Dissatisfaction with AFCCARS/reporting requirements and procedures
4. Need for systemic approach	Importance of worship/unique Chaplain Corps identity and ministries Need for education and training

Figure 36. Category outline rising from open-ended question responses.

Summary. An examination of the responses from the three qualitative questions reveals interest in and support for an increased emphasis on unit ministry. But the issues raised suggest that successful change will not be a simple process. Members raised a variety of issues which must be addressed, both within the Chaplain Corps and through interaction with the larger Air Force. The attitudes expressed by individual members sometimes questioned the wisdom of moving too far in the direction of unit ministry, with a loss of effectiveness for other programs. But the issues mentioned most often were those which required decisions and actions beyond those which could be taken by individual members or units.

In order for systemic change to be successful, change will be required at a number of levels. Such issues as shortages of manpower, imbalance between chaplain and chaplain assistant manning, conflicting duty requirements, time pressure, inadequate training, limited funding, and impractical goals require thoughtful action involving the Chaplain Corps and a number of other agencies. Air Force instructions, manpower standards, education and training curricula will need to be addressed. Education and training will need to go well beyond the training of Chaplain Corps members. Commanders' courses, First Sergeant courses, and any Air Force training which mentions or includes information on the Chaplain Corps will need to be updated. Issues such as the chaplain supervisory chain may need to be changed, as one member suggested, with more chaplains being rated by squadron or group commanders rather than by other chaplains.

The three open-ended questions allowed freer expression by survey participants (Dawson, 2003; O'Cathain & Thomas, 2004). This expression added depth and perspective to the findings of the quantitative portion of the study. Although support for SqFWC was expressed by many members the comments pointing out challenges to the initiative were more frequent. Responses suggested that, though increased unit ministry was a good idea, SqFWC could be

greatly enhanced by open communication, realistic goals, a sense of teamwork within the Chaplain Corps, and the addressing of a number of organizational barriers which limit members' freedom to act.

Chapter Five: Discussion

Understanding members' beliefs and attitudes is key to understanding why and how change is happening (Alasadi & Askary, 2014; Colenso, 2000; Gerras & Wong, 2013). Different individuals and groups within an organization tend to see change through different eyes, and may view it more positively or more negatively (Auster et al., 2005). The current study has been aimed at evaluating the beliefs of Chaplain Corps members as they relate to recent and ongoing changes. Those beliefs are intertwined with the concept of job satisfaction and guide the actions and processes which can make change successful. Clarifying these beliefs and attitudes can help in understanding organizational culture and facilitating change (Cameron & Quinn, 1999).

Positive Overall Change Beliefs

The issues which gave rise to this study were related to the challenges faced by the Chaplain Corps as it implemented significant change in its way of doing business. Some of this change was necessitated by reduced manpower, limited budgets, reducing Air Force support structures, and cultural changes. But much of the change's direction and pace were determined by Chaplain Corps leaders as they attempted to find the best strategies for meeting the needs of Air Force members. A key element in the success of organizational change is the attitude of members toward the change and the change process (Hoisington & Vaneswaran, 2005; Kotter, 2014; Spencer & Winn, 2005). Colenso (2000, p. 177) suggests that because of expectations that change will require more and different work, "a static to negative climate almost always surrounds the early days of change." But positive member beliefs and attitudes are a key element in organizational change (Kotter, 2014). Examining Chaplain Corps beliefs about the changes they are being asked to make helped to clarify their level of support for the change and provided information which may help in future planning.

The findings suggest that Chaplain Corps members generally support the direction of change—toward a more unit based, rather than chapel based ministry. A mean score of 3.74 on the Overall Change Belief variable indicated agreement with the combined change beliefs elements explored in the survey. As described earlier scores of 3.0 to 3.99 on this scale indicated agreement, with 4.0 and above indicating strong agreement. So the mean score of this combined variable indicates agreement, but not in an unqualified way. The findings indicating support for the change initiative may serve as an encouragement to those guiding the change.

Varying Agreement With Different Change Belief Categories

Previous studies have found readiness for change to be a multidimensional construct influenced by beliefs concerning such factors as capability, direction of change, leadership commitment, and personal benefit (Claiborne, Auerbach, Lawrence, & Schudrich, 2013; Holt et al., 2007). Examining the differences between these beliefs can aid in understanding the change process and in identifying its strengths and weaknesses. In this study five categories of change belief were examined, with 4 survey items related to each category. The categories were Discrepancy (belief that change is needed), Appropriateness (belief that this change is the right choice), Principal Support (belief that the organization supports the change), Valence (belief that the change will benefit me), and Efficacy (belief that the change can be successfully implemented). See Appendix D for a list of the survey items in each category. The level of agreement with these beliefs varied significantly between several of these categories.

Strong agreement with discrepancy. Belief that change is needed is a basic element in the change process. It reflects the willingness to change (Holt et al., 2007) and suggests that barriers to change can be overcome (Lewin, 1951). Recognizing the need for change is a part of developing the sense of urgency which Kotter (2008) sees as essential.

Items in the Discrepancy subscale identified the need for Chaplain Corps change without specifying the direction of the change and received the strongest agreement of any category ($m = 4.15$). Questions 23 and 16 are examples of these questions: “We need to change the way we do some things in the Chaplain Corps” ($m = 4.48$) and “Change is needed to improve Chaplain Corps impact” ($m = 4.25$). These results may be a positive factor which leaders can build upon to implement change. But belief in the need for change does not necessarily equate to acceptance of a specific change program and may also reveal some general dissatisfaction with current operations.

Strong agreement with appropriateness. Agreement with the direction of a specific change initiative is a clear indication potential success. As Colenso (2000, p.5) suggests, “If the purpose of the change captures their attention, engages their enthusiasm and is perceived as the right thing to do, then the chances of success increase by leaps and bounds.” Other research suggests that change readiness reflects the extent to which members are inclined to “accept, embrace, and adopt a particular plan to purposefully alter the status quo” (Holt et al., 2007, p. 235).

Study findings revealed strong agreement with the Appropriateness subscale ($m = 4.13$). Examples of survey items drawing strong agreement included those identifying the value of caring for Airmen and families (item 9, $m = 4.68$) and of the potential of Squadron-Focused Warrior Care (SqFWC) to improve organizational performance (item 1, $m = 4.18$). Those guiding the change initiative may recognize the strong agreement with Appropriateness items as showing support for the general direction of the initiative.

Agreement with principal support. Agreement with the Principal Support subscale indicated belief that the organization—leaders and members—support the change initiative.

Herold et al. (2008) found that members are greatly influenced by the credibility of their leaders and of the adequacy of support for a change initiative. Dawson (2003) found that change was less successful when mid-level managers were not included in planning and guiding the change process. Research into the concept of followership highlights the important role lower-level members play in organizational development and success (Oc & Bashshur, 2013), and the perceived beliefs of peers and co-workers are a part of this subscale.

Results showed agreement with the Principal Support subscale ($m = 3.71$), but not at the same level as Discrepancy and Appropriateness. Interestingly items on this subscale regarding supervisor and peer support for the change initiative were scored higher than item 35, “Chaplain Corps top leaders support making unit ministry our number one priority.” This item was the lowest on this subscale and included 11 “strongly disagree” responses. These findings suggest that some members doubt the depth of leadership commitment to the changes underway. This doubt can serve to limit member enthusiasm and commitment to the change.

Less agreement with valence. Member expectation of personal benefit from change can be an important factor in change readiness (Holt et al., 2007). Studies have found support for change increases when members understand the reasons for the change. Two-way communication can aid in developing this understanding and in clarifying the benefits of the change for both the company and its members (Carnall, 2003; Robbins & Judge, 2011). In another study “considering the needs of employees was found to be highly significant and positively related to the success of change” (Alasadi & Askary, 2014, p. 41).

Participants agreed with items in the Valence category ($m = 3.53$), but not to the extent of their agreement with Discrepancy, Appropriateness, or Principal Support. This lower level of

agreement may show uncertainty as to the final outcome of the change initiative. It highlights the importance of ongoing communication and collaboration as change is implemented.

Least agreement with efficacy. Belief that change can be successfully implemented is clearly necessary. People show little enthusiasm for a program they perceive as impractical (Holt et al., 2007; Kotter, 1996). Carnall (2003) suggests that member involvement in planning increases expectation of success, and that the feasibility of goals set should be confirmed with those involved in meeting the goals. Jorgenson et al. (2014) reported that successful change leaders focus on communication and collaboration. They listen to and respond to member feedback and suggestions to help overcome barriers to change.

Weak agreement with Efficacy ($m = 3.18$) indicates that members supported the direction of change but seemed unclear how to achieve its goals with the limited manpower and resources available. They agreed that the change was a good idea but felt it could be hard to implement. Members felt they were personally capable of performing successful unit ministry but disagreed with such items as item 19, “My unit can successfully meet SqFWC goals and still fulfill our other requirements” ($m = 2.43$). The findings suggest the importance of evaluating and reducing existing change barriers.

Job Satisfaction

Davey et al. (2001) found a positive relationship between organizational support and job satisfaction. He also reported that “difficulty in dealing with organizational change led to lower job satisfaction and higher levels of job stress” (Davey et al., 2001, p. 29). In a study of pediatricians Mache et al. (2010) found lower job satisfaction to be related to working conditions with high administrative requirements and low opportunities for direct patient care. Rafferty and

Griffin (2006) found involvement in planning for change positively related to job satisfaction and the frequency of change negatively related to job satisfaction.

In the current study Chaplain Corps Job Satisfaction ($m = 3.59$) was found to be relatively high, even though the organization was experiencing significant change. This level of job satisfaction suggests Chaplain Corps resilience during a stressful period. Scores were not significantly different from Job Satisfaction Survey national norms (Spector, 2011). In addition, 86.8% of responses indicated favorable job satisfaction, as compared 60% to 85% favorable on other surveys (Robbins & Judge, 2011; Volti, 2008). Respondents indicated pride in their service and high marks for co-workers and supervisors. They were least pleased with time pressure, conflicting priorities, and policies which were perceived as making their jobs more difficult. Interestingly, staff Chaplain Corps personnel reported significantly more positive job satisfaction than wing/unit personnel, and senior chaplains reported higher job satisfaction than junior chaplains or chaplain assistants. These findings suggest the importance of increased involvement of chaplain assistants and junior chaplains in planning and implementing Chaplain Corps initiatives.

Relating Change Beliefs to Job Satisfaction

A positive relationship between job satisfaction and attitudes toward change has been identified by a number of researchers (Chih et al., 2012; Colenso, 2000; Vestal, 2013). Change initiatives are more likely to be positively related to job satisfaction when those initiatives include systematic planning, adequate resourcing and effective, ongoing communication (Claiborne et al., 2013). Difficulty in dealing with change can lead to increased job stress and lower job satisfaction (Davey, 2001).

A significant correlation was found between Overall Change Beliefs (OCB) and Job Satisfaction (JS). Those who held positive change beliefs were more likely to register positive job satisfaction. More specifically, linear regression and Pearson correlation results identified three change belief categories most clearly related to job satisfaction. These were Principal Support, Efficacy, and Discrepancy. These results indicate that those who believe that the institution (including top leaders, supervisor, and friends) supports the change (Principal Support) and those who believe that the change can be successfully implemented (Efficacy) tend to register higher job satisfaction. Those who felt that the organization needed change (Discrepancy) were less likely to score positively on job satisfaction.

These results suggest that various change beliefs are accepted by different individuals. Those with high job satisfaction are more likely to believe that an announced change initiative was supported by the institution and could be successfully implemented. Perhaps these individuals may be more positive toward the institution and of their place in it. In contrast, those with lower job satisfaction were more likely to express the need for change. Further study may help to determine the extent to which positive beliefs about change and positive job satisfaction may be elements in an overall positive attitude toward the organization. In guiding the current change initiative leaders might do well to focus on (a) enhancing communication to reinforce organizational support for the change and (b) identifying and removing barriers to increase confidence that the change can be successfully implemented.

Demographic Differences

Examining the perspectives and beliefs of different demographic groups may help to clarify issues impacting successful change implementation. “With any change there are key interest groups that tend to have different views on the upsides and the downsides of a particular

change. Understanding these groups and their interest is important, since this gives us hints about where key pockets of resistance and enthusiasm are likely to reside” (Auster et al., 2005, p. 102). Dawson (2003) found that, contrary to expectations, older workers do not necessarily oppose change. Similarly, Claiborne et al. (2013) reported that workers with more longevity were more likely to implement successful change.

The current study evaluated differences in members’ beliefs in relationship to Grade, Level of Assignment, Years of Service, and Military Status. Results indicated that (a) enlisted chaplain assistants reported generally lower job satisfaction and more negative change beliefs than chaplains; (b) staff personnel scored higher job satisfaction than wing/unit personnel; (c) number of years of service had little impact on attitudes; and (d) Reservists registered more positive change beliefs than active duty members. Change leaders may use these results in planning for further change implementation. For example, both chaplain assistants and more wing/unit personnel could be involved in giving feedback, planning for, and guiding change.

The fact that Reserve members reported more positive attitudes was an unexpected result. Further studies might seek to replicate this finding and also to look into factors which might influence the difference. Most Reservists are part time Airmen, and their differing experiences might affect their attitudes. Some demographic differences between the Reservists and active duty members in this study may also have influenced results. For example more Reservists in this sample were junior officers—50 % of the total Reserve participants as compared to 34% of active duty participants. The limited sample size may have also influenced results.

Open-ended Themes

The use of open-ended questions allows participants to respond in their own words, expressing their personal opinions, sometimes in unexpected ways (Fowler, 2009). The use of

such responses may help to identify themes which were not included in quantitative survey questions or which may lead to further research (O’Cathain & Thomas, 2004). Consideration of the inputs from three open-ended questions revealed several themes, four key categories, and one core category (Merriam, 2002).

The core, summarizing category was “Squadron-focused Warrior Care—the Challenge of Systemic Change.” Participants highlighted both a support for the concept and direction of change and a frustration with many of the specific challenges related to the change. The four key categories dealt with (a) overall support for the SqFWC concept, (b) organization and structural resistance to the change, (c) dissatisfaction with perceived unrealistic requirements, and (d) the need for broader systemic approach to facilitate the change. These themes highlight forces both encouraging and restraining change. Lewin’s (1951) force field analysis suggests that “to achieve success importance lies with ensuring that driving forces outweigh resisting forces” (Baulcomb, 2003, p. 277).

The open-ended responses gave members the opportunity to express their opinions and feelings, adding a creative and emotive touch to the findings. Responses covered a wide range of opinions with one member complaining of having to “prop up legacy programs” while another feared that moving away from such programs meant “losing our first love.” Many members seemed to feel that while Squadron-focused Warrior Care was a fine idea, they had not been given the tools necessary to reach the goals established. Responses highlighted the sense of time pressure felt by many, especially at the wing/unit level. One member wrote “It’s impossible to meet unrealistic goals set by HQAF (senior leadership) while still trying to meet all the other...requirements.” Another commented “We have not successfully implemented SqFWC; we pay it a great deal of lip service.” In contrast, one wrote, “Great success! Regular visits and an

office in the squadron.” Members seem to experience tension between their support for the idea of change and their difficulty in finding the freedom to implement the change. Focusing on removing change barriers may allow change to move forward more successfully.

Study Limitations

The generalizability of the findings of the study may be somewhat weakened by issues related to the population sample utilized. Although the sample size was not unreasonably small and represented over 10% of the Chaplain Corps population, its selection process could not be described as random, systematic, or stratified (Fowler, 2009). This was true since the study relied upon responses from survey links sent by email and posted on Facebook. These were not sent to all Chaplain Corps members, since this was not an official Air Force study, and it was not possible to send survey information to participants through official channels.

Had the survey been sent to all Chaplain Corps members it is reasonable to assume the number of responses would have been significantly higher. A short survey sent by the Office of the Chief of Chaplains recently had a response rate of over 67%—800+ responses from a population of 1200+. If a similar sample had been used in this study it would have added to the weight of findings, and would also have allowed further analysis to examine, for example, different attitudes between (a) members of different Major Commands, (b) those stationed overseas or in the United States, or (c) those deployed or at home bases.

The study was also purposely limited by the population selected—Chaplain Corps military members. Including other groups in the study could have allowed a broader perspective of the Chaplain Corps change initiative. Others affected by the change process could also have been surveyed, including, for example, chapel civilian employees, chapel contractors, chapel volunteers, commanders, first sergeants, Airmen in units supported, and other military members.

Conclusions

The study found that Chaplain Corps members had a generally positive attitude regarding the initiative to increase the Corps' focus on unit ministry. There was strong agreement with the belief that change was needed to improve Chaplain Corps' impact and with the belief that the move toward a more unit-focused ministry was the right approach. The study also found that despite current challenges job satisfaction within the Chaplain Corps is positive and is similar to or higher than national averages. Change beliefs and job satisfaction were found to be positively related. Change belief categories varied in their level of support and in their relationship to job satisfaction. Demographic differences among participants were identified. Themes identified from open-ended questions confirmed and expanded on information provided by quantitative responses.

The study found that significant personal and structural issues serve as barriers to a rapid implementation of significant change. While many participants expressed enthusiasm for unit ministry others raised questions concerning the perception that by de-emphasizing worship the Chaplain Corps is straying from its basic purpose—to facilitate the free exercise of religion. Most of those who raised concerns were not opposed to increasing unit ministry but wanted to ensure that a balance was maintained. The concerns are a reminder that successful change leaders not only initiate change, but “must have the patience to constantly build the capacity for change among organizational members throughout the various stages of the change effort” (Ford, 2007, p. 321).

Perhaps more challenging than member attitudes, significant structural issues need to be addressed. Chaplain Corps tradition is based on a chapel-centered ministry in which most chaplain personnel have their primary duty location in a Chaplain Corps facility and fall under

the supervision of the senior chaplain on the installation. Air Force Instructions, accessions numbers, manpower standards, duty titles, funding, and expected roles and responsibilities have all reflected this pattern. Changing this basic structure is “above the pay grade” of any local chapel staff. Much of the frustration expressed concerning SqFWC has been related to the feeling that unrealistic goals were announced which did not take into account the limited manning and other continuing responsibilities which are a part of life at the wing level. The study found that wing/unit chaplains were more likely than staff chaplains to express a sense of time pressure and to report lower job satisfaction. An example of a difficulty was the expectation for Religious Support Teams (RST) to meet unit ministry goals, even though most wings have significantly fewer chaplain assistants than chaplains assigned.

The Chaplain Corps is one small element in the larger Air Force. Some of the issues identified can be addressed by the Chaplain Corps alone, but many cannot. Systemic change requires systemic change. “Without culture change, there is little hope of enduring improvement in organizational performance” (Cameron & Quinn, 1999, p. 13). Issues which could be addressed at the Air Force level were suggested from the findings of the study, for example:

1. Manpower standards and reporting officials. If the Chaplain Corps sees its future focus as unit ministry, should a higher percentage of personnel come under the supervision of commanders rather than other chaplains? Are there enough personnel assigned to perform the duties required? If not, can manning be increased or what other duties should be reduced? Should some personnel be responsible for a parish program while others focus on unit ministry?

2. Recruitment and accessions. Are personnel selected who will be successful in the unit ministry setting? Could endorsing agencies be involved in the process of identifying candidates

best suited for unit ministry? Does the Chaplain Candidate program have the proper unit-ministry focus?

3. Education and training. Are all Chaplain Corps courses inclusive of material which will prepare personnel for success in unit ministry?

4. Expectations of commanders and other personnel. Is information included in the education and training of other Air Force personnel to prepare them to utilize the services Chaplain Corps personnel offer. Do commanders know what to expect from a unit RST or chaplain and how to utilize their services?

Chaplain Corps leaders have the opportunity to play a key role in leading change. This study raises the question, how can these leaders implement successful strategies to streamline required changes and overcome the structural inertia which exists? Are these leaders experiencing and expressing a sense of urgency, developing and sharing an engaging vision, facilitating teamwork to plan for and implement change, insuring clear two-way communication within the Corps, measuring and communicating progress, and keeping the focus on the things that matter (Cameron & Quinn, 1999; Cornell University, 2009; Jorgenson et al., 2014; Kotter, 1996; Kotter, 2014)?

Suggestions for Future Research

Future study could continue to explore the relationship between member beliefs about change and the successful implementation of change. To what extent do organizations with positive beliefs about change excel in actually bringing the change about? The change beliefs considered in this study (Armenakis et al., 2007) would seem to be related to elements of successful change discussed in Chapter Two: urgency, vision, teamwork, communication, progress, and vision (Cornell University, 2009; Jorgenson et al., 2104; Kotter, 1996; Kotter,

2011). The current study did not attempt to quantify the level or speed of change in the Chaplain Corps, but considered beliefs about change and job satisfaction. Further study could examine how positive change beliefs relate to quantifiable change.

Additional research could highlight the relationship between beliefs and attitudes held by Chaplain Corps members and those of other groups who support or receive services from the Chaplain Corps. Do commanders and first sergeants agree with Chaplain Corps members as to the priorities of various types of services provided? Do people who regularly attend chapel services support an increased emphasis on unit ministry? How do other base helping agencies perceive the Chaplain Corps, and which services do they value? What changes would endorsing agencies like to see? To what extent do various stakeholders agree on future direction for the Chaplain Corps?

Research could help to determine if the findings of this study can be replicated. Findings, for example, that Reserve personnel held more positive beliefs toward the change process than active duty members, and that wing/unit personnel reported more time pressure and lower job satisfaction than staff personnel raise questions which deserve further inquiry. Similarly, research could consider how Chaplain Corps change beliefs, job satisfaction, and the change implementation process evolve with the passage of time. What different results might be found in one, two, or five years, and what actions during the intervening period might have influenced those changes?

The results of this study are presented with best wishes and prayers for the men and women of the United States Air Force Chaplain Corps.

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Appendices

Appendix A: Institutional Review Board Approval Letter



12/11/2015

Steven Sill
10302 Oak Forest Way
New Braunfels, TX 78132

Dear Steven:

Your request to conduct the Evaluation of a Chaplain Corps Change Initiative: Examining the Relationship Between Change Beliefs and Job Satisfaction was approved by exempt review on 12/11/2015. Your IRB approval number is 15-12-005. Any written communication with potential or current subjects must be approved and include the IRB approval number. Electronic surveys or electronic consent forms, or other material delivered electronically to subjects must have the IRB approval number inserted into the survey or documents before they are used.

Please keep in mind these additional IRB requirements:

- This approval is for one year from the date of the IRB approval.
- Request for continuing review must be completed for projects extending past one year. Use the IRB Continuation/Completion form.
- Changes in protocol procedures must be approved by the IRB prior to implementation except when necessary to eliminate apparent immediate hazards to the subjects. Use the Protocol Revision and Amendment form.
- Any unanticipated problems involving risks to subjects or others must be reported immediately.

Approved protocols are filed by their number. Please refer to this number when communicating about this protocol.

Approval may be suspended or terminated if there is evidence of a) noncompliance with federal regulations or university policy or b) any aberration from the current, approved protocol.

Congratulations and best wishes for successful completion of your research. If you need any assistance, please contact the UIW IRB representative for your college/school or the Office of Research Development.

Sincerely,
Ana Wandless-Hagendorf, PhD, CPRA
Research Officer

Appendix B: Survey Permissions

Items from two existing survey instruments were used in this study. These were the Organizational Change Recipients' Beliefs Scale (Armenakis et al., 2007) and the Job Satisfaction Survey (Spector, 1997). Permission to use items from these instruments for this study was received from the authors, Dr. Achilles Armenakis and Dr. Paul Spector, in the fall of 2015. Both authors granted permission to make minor changes in the wording of survey items to include Air Force terminology. Dr. Spector also granted permission to use only some of the subscales from the Job Satisfaction Survey.

The emails granting permission are attached on the following two pages.

On Nov 2, 2015, at 1:32 PM, Achilles Armenakis <armenac@auburn.edu> wrote:

Hi Steven:

Certainly you may use the OCRBS. And changing the wording of the items to be consistent with the USAF terminology is ok from a psychometric standpoint. However, when you administer the scale I suggest that you do not omit any items. If you do there may be a criticism regarding the validity of the scale. After you get the responses you can trim the scale based on the reliabilities you compute if by doing so increases the reliabilities.

Any other questions?

Sincerely,

Achilles Armenakis

From: Sill, Steven T. [<mailto:ssill@student.uiwtx.edu>]

Sent: Monday, November 02, 2015 10:57 AM

To: Achilles Armenakis <armenac@auburn.edu>

Subject: Permission to use Beliefs Scale

Dr. Armenakis, I am working on my PhD dissertation and would like permission to use the Organizational Change Recipients' Beliefs Scale described in your 2007 article. My project is related to change within the Air Force Chaplain Corps. 1) Specifically, may I have permission to use the scale in my research? 2) May I change the wording of any survey items to better relate to the change being studied? 3) May I use only a portion of the survey, for example using only some of the subscales or deleting an item from a subscale? I will provide you with the results of my research. Thank you so much for your help. Steven Sill (210) 569-4462

RE: Use of Job Satisfaction Survey
Spector, Paul <pspector@usf.edu>

10/8/2015

Sill, Steve

Dear Steven:

You have my permission to use the JSS in your research, and you have permission to modify the items, and to use only some of the items/subscales. You can find copies of the scale in the original English and several other languages, as well as details about the scale's development and norms in the Scales section of my website <http://shell.cas.usf.edu/~spector>. I allow free use for noncommercial research and teaching purposes in return for sharing of results. This includes student theses and dissertations, as well as other student research projects. Copies of the scale can be reproduced in a thesis or dissertation as long as the copyright notice is included, "Copyright Paul E. Spector 1994, All rights reserved." Results can be shared by providing an e-copy of a published or unpublished research report (e.g., a dissertation). You also have permission to translate the JSS into another language under the same conditions in addition to sharing a copy of the translation with me. Be sure to include the copyright statement, as well as credit the person who did the translation with the year.

Thank you for your interest in the JSS, and good luck with your research.

Best,

Paul Spector, Distinguished Professor
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From: Sill, Steven T. [mailto:ssill@student.uiwtx.edu]

Sent: Thursday, October 08, 2015 12:54 PM

To: Spector, Paul

Subject: Use of Job Satisfaction Survey

Dr. Spector, I am working on a dissertation project relating organizational change to job satisfaction. I interpret from your web site that I have permission to use your Job Satisfaction Survey for this type of educational project. Do I have permission to alter the wording of the questions in any way, for example to use terminology specific to the organization being studied (the Air Force Chaplain Corps)? And do I have permission to use only selected questions or portions of the survey, for example using only some of the sub-scales? I will send you the results of my study. Thank you. Steven Sill (210) 569-4462

Appendix C: Chaplain Corps Survey

Chaplain Corps Survey

February 2016

Thank you for your willingness to share your thoughts concerning ongoing changes and future direction of Chaplain Corps. This survey will take approximately 10 minutes to complete.

Air Force Chaplain Corps personnel are focused on providing outstanding support to enhance the spiritual well-being and resiliency of all units and personnel, with a special focus on increasing the effectiveness of unit ministry. You probably had the opportunity to respond to the 2015 Air Force Chaplain Corps Survey from the Office of the Chief of Chaplains. As a follow-up to that survey you are invited to participate in a more in-depth survey study evaluating Chaplain Corps beliefs about the changes underway and the relationship of those beliefs to job satisfaction. The results of this study will be provided to Chaplain Corps leadership and may provide assistance in the development of effective plans for the future. All responses are anonymous and will not be linked to any individual or location.

Section One—Demographic questions

1. Grade:
Drop down box (E-1 through O-8)
2. Level of assignment:
Drop down box (Air Staff, MAJCOM Staff, other staff agency, wing or other operational unit, other)
3. Years of service in the Chaplain Corps
Drop down box (“less than 1” through “more than 30”)
4. MAJCOM/FOA/DRU
Drop down box (all relevant options)
5. Status
Drop down box (active duty, ANG, Reserve, other)

Section Two—Your level of agreement with the following statements

Please respond to the following questions using this scale:

- 5—Strongly agree
- 4—Agree
- 3—Neither agree nor disagree
- 2—Disagree
- 1—Strongly disagree

1. Focusing on Squadron Focused Warrior Care (SqFWC) will improve the performance of our organization.
2. I like doing the things I do at work.
3. Most of my respected Chaplain Corps friends embrace the SqFWC emphasis.
4. We need to improve the way the Chaplain Corps operates.

5. More engagement with Airmen will increase my feelings of accomplishment.
6. The goals of the Chaplain Corps are clear to me.
7. The people I work with are good at their jobs.
8. I am properly trained for effective unit engagement.
9. Focusing on caring for Airmen and families is right for the Chaplain Corps.
10. AFCCARS is an effective tool for evaluating unit ministry.
11. My efforts to do a good job are appreciated.
12. My supervisor is effective in doing his/her job.
13. I have the freedom to serve without compromising my beliefs.
14. My supervisor shows an interest in the feelings of subordinates.
15. My supervisor encourages me to support the new Chaplain Corps priorities.
16. Change is needed to improve Chaplain Corps impact.
17. Placing more emphasis on SqFWC will benefit me.
18. I have too much to do at work.
19. My unit can successfully meet SqFWC goals and still fulfill our other requirements.
20. I like the people I work with.
21. I am concerned that SqFWC may reduce the quality of our other ministries.
22. Increasing our emphasis on unit ministry will have a favorable effect on our operations.
23. We need to change the way we do some things in the Chaplain Corps.
24. The majority of my co-workers are dedicated to making this change work.
25. I have the capability to do effective unit ministry.
26. I am proud to serve in the Chaplain Corps.
27. I receive clear guidance on my work assignments.
28. Some of our policies and procedures make doing a good job difficult.
29. Spending more time in unit ministry will bring me more self-fulfillment.
30. Communications seem good within the Chaplain Corps.
31. We need to improve our effectiveness by changing Chaplain Corps priorities.
32. Establishing goals for SqFWC is right for our situation.
33. Current Chaplain Corps changes will benefit my career.
34. I am capable of performing my other duties and still meeting SqFWC goals.
35. Chaplain Corps top leaders support making unit ministry our number one priority.

SECTION 3: Open-ended questions

1. What limitations, barriers, or failures have you encountered in implementing SqFWC?
2. What successes have you experienced in implementing SqFWC?
3. What other suggestions do you have for maximizing the Chaplain Corps' contribution to the Air Force mission?

Appendix D: Survey Questions by Category

Organizational Change Beliefs (Armenakis et al., 2007) (20 items) From the Organization Change Recipients' Beliefs Scale, used by permission.*

Discrepancy (Belief that change is necessary)

- 23. We need to change the way we do some things in the Chaplain Corps.
- 4. We need to improve the way the Chaplain Corps operates.
- 31. We need to improve our effectiveness by changing Chaplain Corps priorities.
- 16. Change is needed to improve Chaplain Corps impact.

Appropriateness (Belief that this change is the right choice)

- 22. Increasing our emphasis on unit ministry will have a favorable effect on our operations.
- 1. Focusing on Squadron-Focused Warrior Care (SqFWC) will improve the performance of our organization.
- 32. Establishing SqFWC goals is right for our situation.
- 9. Focusing on caring for Airmen and families is right for the Chaplain Corps.

Efficacy (Belief that the change can be successfully implemented)

- 25. I have the capability to do effective unit ministry.
- 8. I am properly trained for effective unit engagement.
- 34. I am capable of performing my other duties and still meeting SqFWC goals.
- 19. My unit can successfully meet SqFWC goals and still fulfill our other requirements.

Principal support (Belief that the organization supports the change)

- 3. Most of my respected Chaplain Corps friends embrace the SqFWC emphasis.
- 35. Chaplain Corps top leaders support making unit ministry our number one priority.
- 24. The majority of my co-workers are dedicated to making change work.
- 15. My supervisor encourages me to support new Chaplain Corps priorities.

Valence (Belief that the change will benefit me)

- 17. Placing more emphasis on SqFWC will benefit me.
- 29. Spending more time in unit ministry will bring me more self-fulfillment.
- 5. More engagement with Airmen will increase my feelings of accomplishment.
- 33. Current Chaplain Corps changes will benefit my career.

* Wording of items edited by permission to include Chaplain Corps terminology

Job Satisfaction (Spector, 1997) (12 items) From the Job Satisfaction Survey, Copyright Paul E. Spector 1994, All rights reserved. *

Items are from Nature of Work, Operating Conditions, Communication, Supervision, and Co-Workers subscales:

- 2. I like doing the things I do at work.
- 6. The goals of the Chaplain Corps are clear to me.
- 7. The people I work with are good at their jobs.
- 11. My efforts to do a good job are appreciated.
- 12. My supervisor is effective in doing his/her job.
- 14. My supervisor shows an interest in the feelings of subordinates.
- 18. I have too much to do at work.
- 20. I like the people I work with.
- 26. I am proud to serve in the Chaplain Corps.
- 27. I receive clear guidance on my work assignments.
- 28. Some of our policies and procedures make doing a good job difficult.
- 30. Communications seem good within the Chaplain Corps.

* Wording of items edited by permission to include Chaplain Corps terminology

Other items (3 items)

- 21. I am concerned that SqFWC may reduce the quality of our other ministries.
- 13. I have the freedom to serve without compromising my beliefs.
- 10. AFCCARS is an effective tool for evaluating unit ministry.

Open-ended (3 items)

- 1. What limitations, barriers, or failures have you encountered in implementing SqFWC?
- 2. What successes have you experienced in implementing SqFWC?
- 3. What other suggestions do you have for maximizing the Chaplain Corps' contribution to the Air Force mission?

Appendix E: Rank Order of Survey Item Responses by Mean Score

The 35 survey items are listed in descending order of mean score (m) indicating the number of respondents for the item (n) and the item standard deviation (sd). Items with a mean of 4.00 and above showed strong agreement. Items with means from 3.00 to 3.99 showed agreement. Items with means from 2.00 to 2.99 showed disagreement. Items below 2.00 would have shown strong disagreement. Item categories are given in parentheses: Discrepancy (DIS), Appropriateness (APP), Efficacy (EFF), Principal Support (PRS), Valence (VAL), or Job Satisfaction (JS).

Three items (18, 21, and 28) are worded in such a way that agreement with the question indicates a negative rather than a positive opinion. These items are listed twice, indicating both actual responses and also reverse scoring.

Survey Item	<i>n</i>	<i>m</i>	<i>sd</i>
<i>Strongly Agree (4.00 to 5.00)</i>			
9. Focusing on caring for Airmen/families is right for the Chaplain Corps. (APP)	165	4.68	0.53
26. I am proud to serve in the Chaplain Corps. (JS)	166	4.50	0.82
23. We need to change the way we do some things in the Chaplain Corps. (DIS)	164	4.46	0.66
20. I like the people I work with. (JS)	165	4.41	0.67
4. We need to improve way Chaplain Corps operates. (DIS)	166	4.31	0.85
13. I have the freedom to serve without compromising my beliefs.	164	4.27	0.87
16. Change needed to improve Chaplain Corps impact. (DIS)	167	4.25	0.83
1. Focusing on Squadron Focused Warrior Care (SqFWC) will improve performance of our organization. (APP)	167	4.18	0.93
7. The people I work with are good at their jobs. (JS)	166	4.09	0.90
5. More engagement with Airmen will increase my feelings of accomplishment. (APP)	167	4.05	0.89
12. My supervisor is effective in doing his/her job. (JS)	161	4.02	1.14
25. I have capability to do effective unit ministry. (EFF)	163	4.01	0.99
14. My supervisor shows an interest in the feelings of subordinates. (JS)	165	4.00	1.06
<i>Agree (3.00 to 3.99)</i>			
2. I like the things I do at work. (JS)	167	3.98	1.07
18. I have too much to do at work. (JS)	164	3.97	1.04
15. My supervisor encourages me to support the new Chaplain Corps priorities. (PRS)	156	3.97	0.91

22. Increasing our emphasis on unit ministry will have a favorable effect on our operations. (APP)	162	3.90	0.98
28. Some of our policies and procedures make doing a good job difficult. (JS)	166	3.87	1.03
11. My efforts to do good job are appreciated. (JS)	167	3.86	0.97
32. Establishing goals for SqFWC is right for our situation. (APP)	166	3.76	1.04
3. Most of my respected Chaplain Corps friends embrace the SqFWC emphasis. (PRS)	167	3.73	1.03
27. I receive clear guidance on my work assignments. (JS)	165	3.73	1.10
8. I am properly trained for effective unit engagement. (EFF)	167	3.70	1.18
29. Spending more time in unit ministry will bring me more self-fulfillment. (VAL)	163	3.68	1.14
24. The majority of my co-workers are dedicated to making this change work. (PRS)	166	3.67	0.93
31. We need to improve our effectiveness by changing Chaplain Corps priorities. (DIS)	161	3.57	1.10
35. Chaplain Corps top leaders support making unit ministry our number one priority. (PRS)	160	3.46	1.10
6. The Goals of Chaplain Corps are clear to me. (JS)	166	3.37	1.18
17. Placing more emphasis on SqFWC will benefit me. (VAL)	164	3.29	1.18
21. I am concerned that SqFWC may reduce quality of our other ministries.	165	3.13	1.17
33. Current Chaplain Corps changes will benefit my career. (VAL)	153	3.10	0.90

Disagree (below 3.00)

30. Communications seem good within the Chaplain Corps. (JS)	166	2.90	1.14
21. I am concerned the SqFWC may reduce the quality of our other ministries. (Reverse scored)	165	2.87	1.17
10. AFCCARS is an effective tool for evaluating unit ministry.	159	2.67	1.22
34. I am capable of performing my other duties and still meeting SqFWC goals. (EFF)	159	2.57	1.27
19. My unit can successfully meet SqFWC goals and still fulfill our other requirements. (EFF)	156	2.43	1.25
28. Some of our policies and procedures make doing a good job difficult. (Reverse scored) (JS)	166	2.13	1.03
18. I have too much to do at work. (Reverse scored) (JS)	164	2.03	1.04