

WHAT THE SOLDIER THINKS

A Monthly Digest of War Department Studies on the Attitudes of American Troops



DECEMBER, 1943

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HOW TO USE THIS REPORT

This is the first in a series of monthly reports to be published under the same title at the direction of the Chief of Staff. Distribution includes all commanders down to and including regiments and equivalent organizations. The purpose is to provide commanders with information which will assist them in evaluating the status of morale.

The findings in this report are based, in most cases, upon broad studies of general problems. The applicability of these general findings to the specific situation of any given command will vary greatly. It is probably true that no commander will be able to apply all the findings to his problems, but it is equally probable that any commander will find some material of practical use to him.

The report is designed to be useful primarily to commanders of regiments and smaller units. Some of the problems discussed concern problems that require the direct intervention of the regimental commander and his staff. Others offer suggestions on matters that clearly call for action at the battalion, company or platoon level. Some of the data has relevance to all Army situations, while other data are significant only in certain branches or certain special situations.

Regimental commanders may wish to convey certain of the findings in this report to subordinate officers. Staff officers may conveniently be reached through the circulation of a marked copy of this bulletin. Wider circulation may be achieved through mimeographed copies of individual sections, through digests of the material, or through talks on the subjects covered here. The various methods may, of course, be used in any combinations which serve the main purpose--that of bringing to officers concerned information of practical value in maintaining the morale and the fighting efficiency of the troops under their command.

It may be well, in any talks to officers or instructions based on the material presented here, to emphasize that the successful handling of morale problems depends as much on the spirit in which instructions are carried out as on the exact details of the instructions themselves.

HOW THE STUDIES ARE MADE

Studies of soldier attitudes reported here are based on the statistical analysis of replies made anonymously to questions asked of thousands of soldiers, in overseas theaters and in Continental United States. Such factual evidence is more representative--and therefore more generally applicable--than the personal impressions of even the most experienced and able officer-observers.

The research methods used are adaptations for Army use of the best research procedures now employed in studying attitudes and personnel problems in American industry. For more details about how the studies are made and how their accuracy is checked and double-checked. . .

. . . . SEE THE INSIDE OF THE BACK COVER

WHAT IS MORALE?

Four attitudes which are associated with good mental conditioning of troops

Source: Based on questionnaire surveys of a group of paratroopers, rangers and flying enlisted personnel, of prisoners with AWOL records, and of a cross section of enlisted men in the United States.

A commanding officer knows that if his men are zealous, disciplined, self-confident, and free from basic personal dissatisfaction, he is leading troops with high morale. Such mental armor combines with technical proficiency and physical fitness to produce the efficient soldier--who can be counted on to train, to endure boredom, to fight.

ZEAL The voluntary "plus" which a man gives to his task--over and beyond perfunctory obedience to regulations. The zest for the job which makes a mechanic willing to put extra sweat or extra time into emergency repair of a truck in Arizona or extra courage, endurance, and resourcefulness into the grim business of battle. →

How these four attitudes mark off the average soldiers from paratroopers, rangers, and flyers--on the one hand--and from men with a record of absence without leave on the other hand--is shown below. On a scale of attitudes yielding an index of zeal, for example, 52 per cent of the paratroopers, rangers, and flyers are in the "highest" group, compared with 45 per cent in the Army cross section, and 28 per cent in the group with AWOL records. As might be expected, nearly half of the AWOL's (46 per cent) are in the group with lowest zeal scores.

SCORES ON A SCALE OF ZEAL

Among . . .	LOWEST	MEDIUM	HIGHEST
. . . Paratroopers, Rangers, Flyers	19%	29%	52%
. . . Army cross section	25%	30%	45%
. . . AWOL's	46%	26%	28%

SCORES ON A SCALE OF DISCIPLINE

Among . . .	LOWEST	MEDIUM	HIGHEST
. . . Paratroopers, Rangers, Flyers	12%	45%	43%
. . . Army cross section	19%	46%	35%
. . . AWOL's	32%	42%	26%

DISCIPLINE "The American standard of discipline," as defined by General Marshall, is "Cheerful and understanding subordination of the individual to the good of the team." This implies automatic and instant obedience but also that the soldier knows why it is necessary for the good of his team and that he gives it willingly. ←

SELF-CONFIDENCE Not blustering cockiness which is frequently a surface compensation for a deep-seated sense of inadequacy. Rather, a basic sense of personal worth, founded on a realistic appraisal of what the job is like and on confidence that training, and leadership have prepared the soldier for action. →

SCORES ON A SCALE OF SELF-CONFIDENCE

Among . . .	LOWEST	MEDIUM	HIGHEST
. . . Paratroopers, Rangers, Flyers	18%	39%	43%
. . . Army cross section	34%	38%	28%
. . . AWOL's	53%	26%	21%

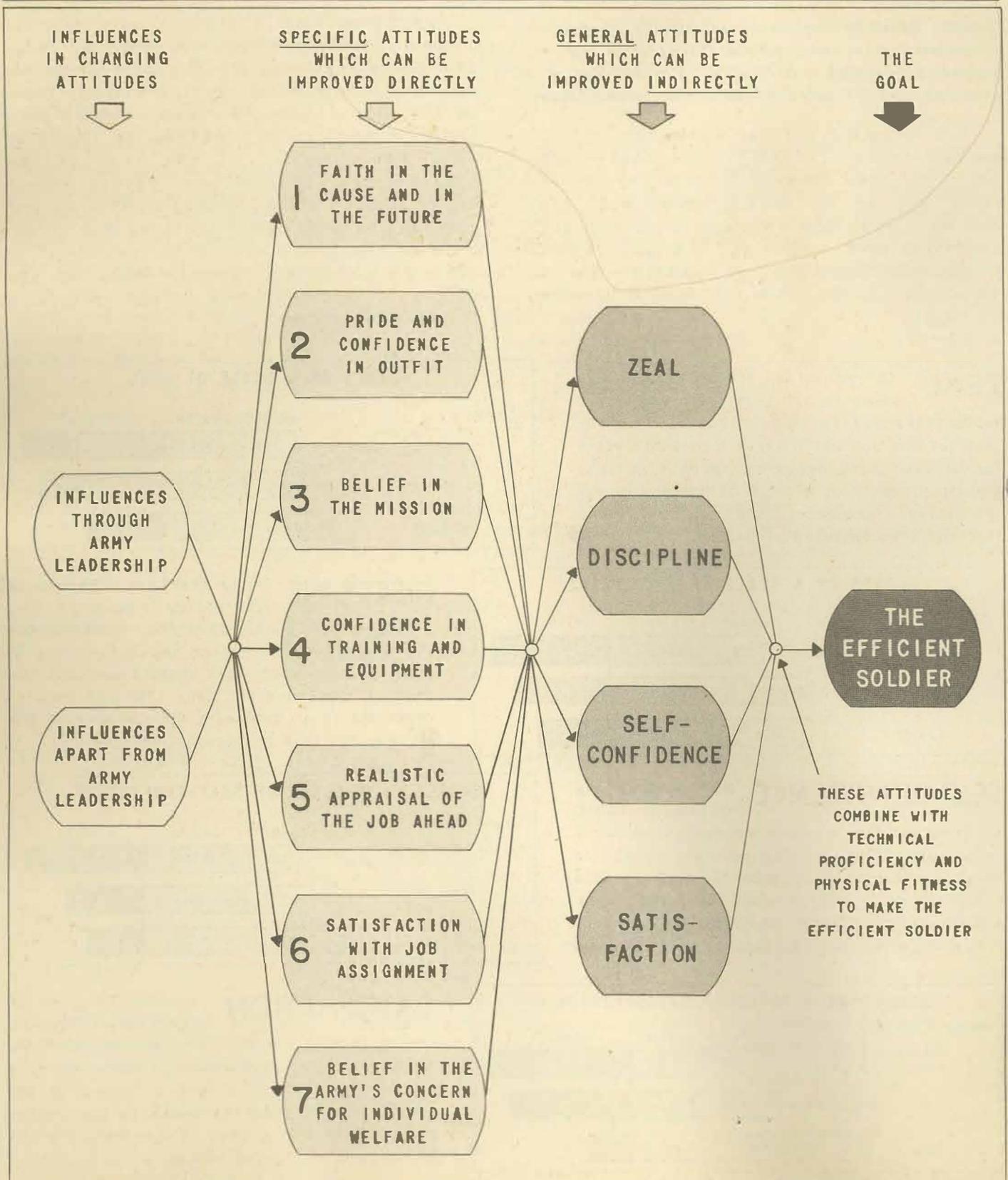
SCORES ON A SCALE OF SATISFACTION

Among . . .	LOWEST	MEDIUM	HIGHEST
. . . Paratroopers, Rangers, Flyers	22%	27%	51%
. . . Army cross section	32%	23%	45%
. . . AWOL's	71%	13%	16%

SATISFACTION Not mere absence of "gripping." Rather, the absence of deeper discontent and worries. Fundamental satisfaction with one's day-to-day part in the war effort is based on the sense of being properly assigned and on the feeling that the Army is interested in the welfare of the individual. ←

SPECIFIC MORALE ATTITUDES—

Their relation to general attitudes of Zeal, Discipline, Self-confidence, Satisfaction



LEADERSHIP AND THE MENTAL CONDITIONING OF TROOPS

To build zeal, discipline, self-confidence, and satisfaction *directly* in troops is difficult if not impossible. But the commander can do this *indirectly*.

How? By working on *seven specific attitudes* which can be improved *directly*. As the diagram opposite shows, these specific attitudes are related, in turn, to the general goals of zeal, discipline, self-confidence, and satisfaction.

1. FAITH IN THE CAUSE AND IN THE FUTURE

When a soldier lacks this faith, it may be due to ignorance. This is a situation which the Army Orientation Course seeks to help commanding officers correct. It also may reflect cynicism on the part of some officers.

2. PRIDE AND CONFIDENCE IN OUTFIT

The attitudes which a soldier has toward his outfit are in part a reflection of what soldiers in other outfits say and even of what civilians say. The commanding officer of a paratroop regiment, for example, has an easier task in building pride in outfit than the commander of an Infantry regiment. But the resourceful leader can accomplish much by informing the men more realistically of the outfit's important role in the work of modern war.

3. BELIEF IN THE MISSION

Troops in isolated or inactive bases are not the only ones who may feel like forgotten men who are playing no useful part in the war. This mood may develop anywhere. Attitudes of officers are quickly reflected through the ranks. The commanding officer's responsibility is to see that his officers and men have a sense of importance of their mission in the total war plan.

4. CONFIDENCE IN TRAINING AND EQUIPMENT

Efficiency and good equipment are essential to the building of confidence.

But even if efficiency is maintained, and training and equipment good, the intelligent soldier wants to know why he is taught to do things certain ways. It is worth noting that men who are critical of training are not necessarily men with the lowest morale. The man eager to get into battle may feel shortcomings in training most keenly.

5. REALISTIC APPRAISAL OF THE JOB AHEAD

There is a narrow shifting boundary between confidence and over-confidence. If the war goes well for our side, the task of the commanding officer is all the harder in combatting the unhealthy optimism reflected in the press, radio, etc. The task of keeping the men realistic about their job ahead requires ever watchful diligence.

6. SATISFACTION WITH JOB ASSIGNMENT

Research studies among troops in various overseas theaters as well as at home, indicate that satisfaction with job assignment is perhaps the single most important specific factor of morale. Where a reassignment is impossible, it is of utmost importance to explain to a soldier the reason why and "sell" him on the job he has.

7. BELIEF IN THE ARMY'S CONCERN FOR INDIVIDUAL WELFARE

Unless the commanding officer has established this belief, through his own actions and not just through his words, he cannot hope to have much influence in improving other specific attitudes. This applies particularly to the company commander. If men think his promotion policy is unfair, his furlough and pass policy capricious, his attitude toward a soldier's domestic worries indifferent, his concern about the mess less than that of other C.O.'s, their zeal, discipline, self-confidence and satisfaction will be impaired, and the efficiency of the outfit may be lowered.

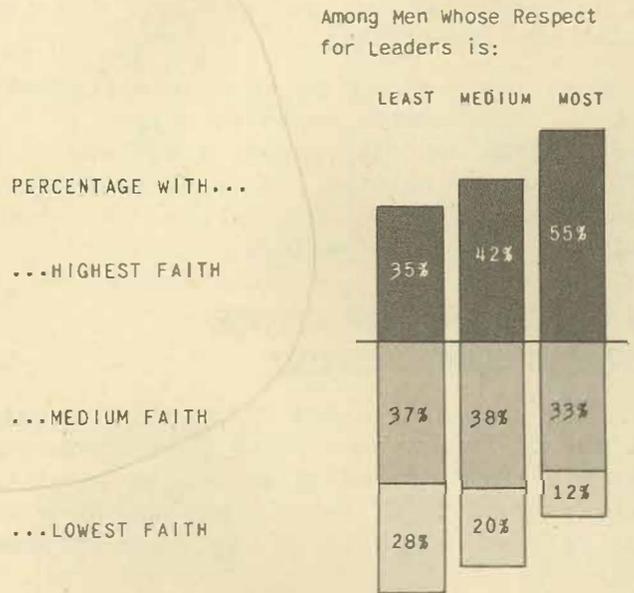
1. FAITH in the CAUSE and in the FUTURE

How are soldiers' attitudes toward the cause for which they fight and the future they are trying to build related to their attitude toward leadership? The evidence indicates that men's attitude toward their officers is positively related to these convictions regarding the cause and the future.

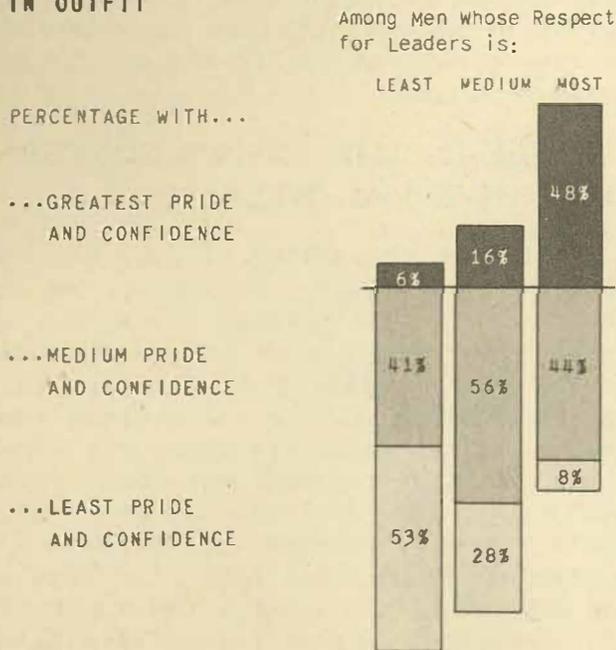
In the chart at right (and in others to follow) men are divided into three groups according to a scale of respect for leaders. The group with the most respect includes 25 per cent of the men, and the group with the least respect also contains 25 per cent. Here we find that men with the most respect for leaders tend to rate high on a scale of faith in the cause and the future, while men with least respect tend to rate low in such faith.

Faith in the cause and the future is related to the four basic morale attitudes described before. Faith is most closely related to *zeal* and *satisfaction with Army life*, but it is significantly related to *discipline* and *self-confidence* as well.

MEN WITH MOST RESPECT FOR THEIR LEADERS HAVE THE HIGHEST FAITH IN THE CAUSE AND IN THE FUTURE



HOW RESPECT FOR LEADERS IS RELATED TO PRIDE AND CONFIDENCE IN OUTFIT



2. PRIDE and CONFIDENCE in OUTFIT

Writers on morale have long stressed the importance of instilling in men a pride in their outfit and a confidence in its ability to do its job. The sense of *esprit de corps*, of comradeship, of a willing cooperation are recognized morale factors.

Respect for leadership and pride and confidence in outfit are very closely related. Almost half the men with the most respect for their leaders score in the highest group in a scale of pride and confidence in outfit, while only one man out of sixteen who has the least respect for his leaders has the greatest pride and confidence in his outfit.

Pride and confidence in outfit seem closely linked with the basic morale attitudes. The man who is proud and confident of his outfit is the most likely to rate high in his attitude toward discipline, and in satisfaction with Army life. The relationship with self-confidence is somewhat less close. Data on the relationship with zeal are lacking.

3. BELIEF in the MISSION

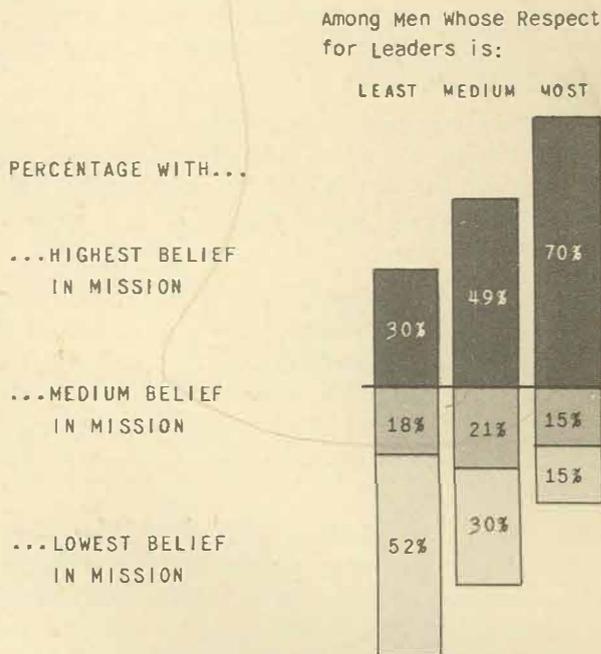
Men's belief that their outfit has an important mission in the war is definitely related to their attitudes toward their leaders.

How much this results from the efforts of leaders to convince men that their outfits have a really important and worthwhile job, and how much men's belief in their mission contributes to their respect for their leaders cannot be determined from the data here. It is probable that both factors interact on each other.

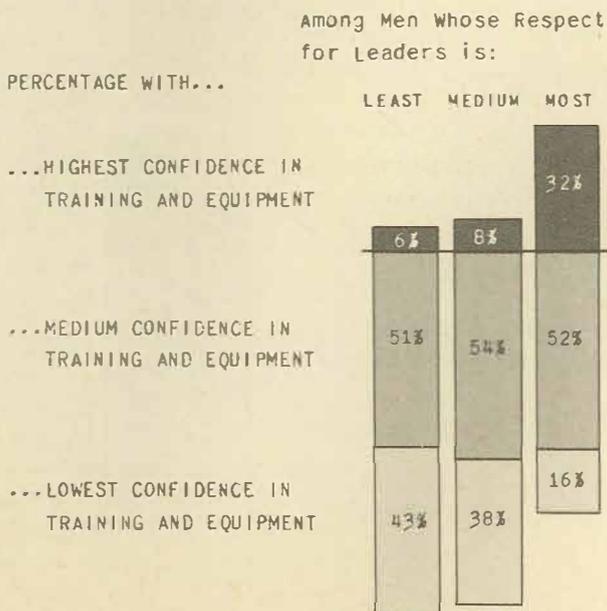
The chart shows that seven out of ten of the men with the most respect for their officers have the greatest belief in the importance of their part in the war. Only three out of ten men with the least respect for their leaders have the greatest belief in the mission.

Of the four basic morale attitudes, satisfaction with Army life is the most closely related to belief in mission. However, both discipline and self-confidence are significantly related to belief in mission.

BELIEF IN MISSION IS RELATED TO RESPECT FOR LEADERS



HOW CONFIDENCE IN TRAINING AND EQUIPMENT IS RELATED TO RESPECT FOR LEADERS



4. CONFIDENCE in TRAINING and EQUIPMENT

The soldier sees Army training in terms of his own officers' efforts to teach him to be a soldier. He judges the weapons he uses, in large measure, in terms of his officers' explanations. Inevitably, then, the confidence the soldier feels in the training he is receiving and the equipment he is issued is colored by his estimate of the leaders under whom he serves. Good leadership is a real builder of confidence.

As the chart indicates, 32 per cent of the men with the most respect for their leaders are in the group that has the highest confidence in training and equipment, while only 6 per cent of the men with the least respect for their officers are so favorable on this subject.

A man's conviction that his training and equipment are good is very closely related to his attitude toward discipline. Self-confidence is only slightly related to confidence in training and equipment, while satisfaction with Army life falls between these two extremes.

5. REALISTIC APPRAISAL of the JOB AHEAD

It is not possible to state exactly how men's attitude toward leadership affects their ability to make a realistic appraisal of the task ahead.

There is evidence that the man with the best attitude is more likely than the man with the worst attitude to take a middle view of both the duration and the difficulty of the job.

There is, however, some relationship between attitudes toward the difficulty of the job ahead and certain basic morale attitudes. The tougher a man thinks the war will be, the more likely he is to rate high in self-confidence and satisfaction with Army life.

The case for giving men a belief that the job ahead is very tough may be stronger than the data now available indicate. All figures here are based on a cross section of troops still in the United States. It may well be that over-confident men suffer the worst morale setbacks when they first face the realities of battle.

6. SATISFACTION with JOB ASSIGNMENT

Attitudes toward officers and satisfaction with job assignment tend to follow each other. How much this results from the influence leadership has on a man's thinking about his job, and how much from the influence a man's job assignment has on his estimate of his leaders cannot be judged. It seems highly probable that these attitudes tend to interact upon each other to a considerable extent.

We do know, however, that half the men with the most respect for their officers rate in the highest group on a scale of satisfaction with job assignment. Only one-fifth of the men with the lowest respect for leaders are in the most satisfied group.

All four of the basic morale factors are strongly related to satisfaction with job assignment. General satisfaction with Army life is the basic attitude most closely related, but zeal, attitude toward discipline and self-confidence are definitely

related to satisfaction with job assignment.

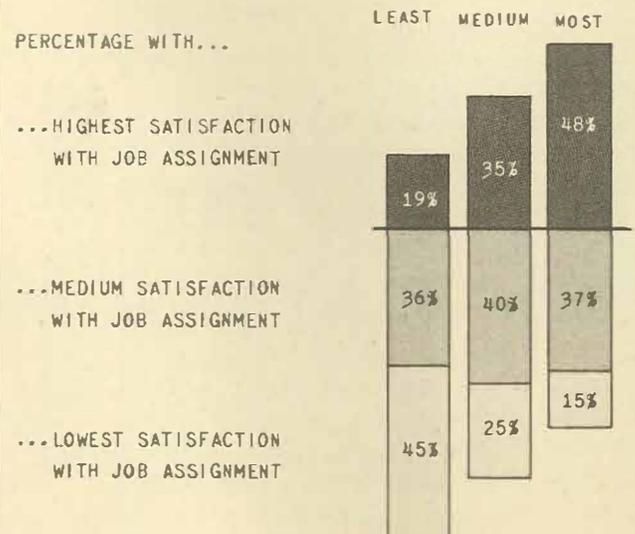
Other research studies have shown both the importance of satisfaction with job assignment and the large amount both of dissatisfaction and of misassignment--judged not only from the morale point of view, but from the point of view of the practical utilization of needed skills men bring to the Army from their civilian backgrounds and experience.

A great deal of misassignment may be charged to inefficient operation of machinery created to control distribution of men to the various organizations, but research indicates that many units fail to use skills *with which they are supplied*.

It is certainly a mark of good leadership to use the human material at hand to maximum advantage, simply as a means of improving the capacity of the unit to complete its mission successfully. The fact that proper assignment also is closely related to morale provides an additional incentive to improve the assignment and utilization of man power.

MEN WITH MOST RESPECT FOR LEADERS ARE MOST LIKELY TO BE SATISFIED WITH THEIR JOB ASSIGNMENT

Among Men Whose Respect for Leaders is:



7. BELIEF in the ARMY'S CONCERN for INDIVIDUAL WELFARE

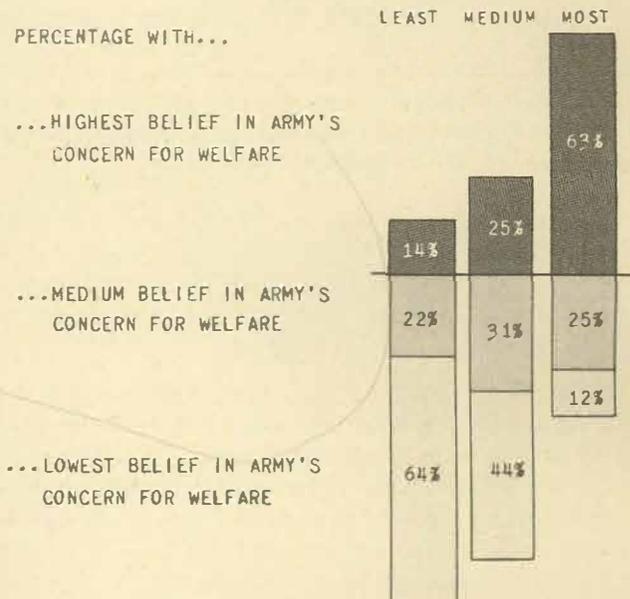
The chart opposite indicates clearly that few men can divorce their respect for their officers from their belief in the Army's concern for the welfare of the individual soldier.

If a man is in the lowest quarter in terms of respect for his officers, the odds are six to one against his being in the highest group in a scale of belief in the Army's concern for individual well-being. On the other hand, if he is in the group with the most respect for his officers, the odds are almost two to one that he will rate in the highest group in belief in the Army's concern for individual welfare.

Men's attitudes toward discipline and their general satisfaction with Army life are very closely related to their belief in the Army's concern for the welfare of the individual. The relationship with men's self-confidence is considerably less close.

BELIEF IN THE ARMY'S CONCERN FOR INDIVIDUAL WELFARE IS RELATED TO RESPECT FOR LEADERS

Among Men Whose Respect for Leaders is:



FIGHTING SPIRIT AND PHYSICAL CONDITION

Men's desire for combat is related to their own estimate of their physical condition

Source: Survey of a sample of T/O troops at a Port of Embarkation.

The soldier in a Port of Embarkation is faced with the grim knowledge that he is on his way. He is bound to think hard about himself and his fitness for the battle job ahead. Such thinking gives some men courage; it brings fear to others.

Data obtained in a survey at one port (which cannot be taken as representative of all troops shipped), indicate that there is a striking relationship between men's attitude toward combat and their own estimates of their physical condition. Half the men who think they are in good enough physical shape to go overseas now say, when asked their opinion about combat duty, "I'm ready to go, and I want to get into the real fighting soon." Only one-tenth of the men who think they are not in good enough physical shape to go overseas say they want to fight, and are ready to go.

One man in fifty, among those who think they are in good condition, says he hopes he won't have to go into combat because he doesn't think he will ever be a good fighter. But one man in four, among those who think they are in poor condition, makes this pessimistic statement.

Men 30 years of age and older are more likely than younger men to believe they are in poor condition. But if an older man feels he is in good shape, he is just as likely as the younger man to be ready to go and to want to get into real fighting soon.

Even admitting that men's statements about their physical condition may be colored by their attitude toward--or fear of--combat, it still seems probable that real improvement in morale could be achieved by increased emphasis on physical conditioning programs, especially for older men.

ATTITUDES TOWARD COMPANY OFFICERS

Research shows that enlisted men's opinions of their officers vary greatly from company to company

Source: Survey of enlisted men in 16 Engineer companies in an overseas theater.

In Basic Field Manual 20-50 (paragraphs 23 to 35) is set forth concisely under the heading, GUIDES TO LEADERSHIP, a series of principles based on the recognized importance of mental conditioning.

A recent survey of the attitudes of enlisted men in sixteen Engineer companies in an overseas theater shows how greatly outfits--which are otherwise comparable--differ in the way these principles of leadership are apparently applied. For example, in four of the companies reported here, less than 25 per cent of the men

said that their officers have even a fair amount of interest in their personal problems and welfare. If this is actually the case, the officers in these four companies are failing in their responsibilities.

However--without reflecting on the sincerity of the men--it might instead be the case that the officers do have an interest in the men, *but fail to show it.*

Even the least successful officers would doubtless pay lip service to FM 21-50. They certainly have not set out to create an impression of indifference within their command. They probably are not aware of what their men think.

This can happen in any regiment, unless vigilant effort is made to keep the company officers alert to their morale problems.

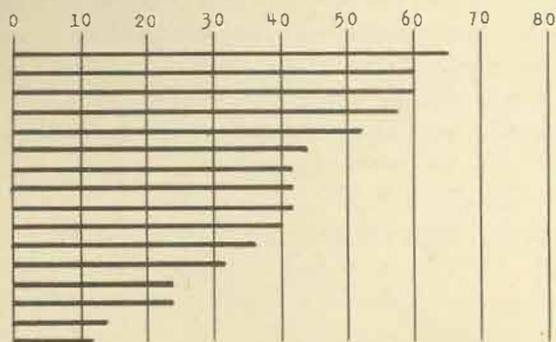
FROM FM 21-50 ¶26

26. **Knowing Your Men.**--a. The environment and education of the average American soldier have laid great emphasis on his value as an individual; in order to get the most out of him, you must treat him as such. Make it your business to know the name, habits, peculiarities, and social background of every man in your organization. Let all your direct dealings with him be influenced by this knowledge.

ARE OFFICERS INTERESTED IN SOLDIERS' PROBLEMS?

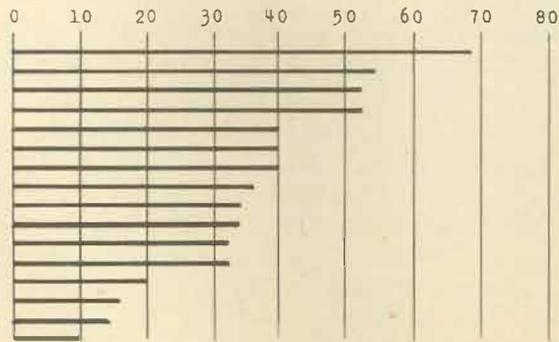
QUESTION: "Do you feel that your officers have an interest in your personal problems and welfare?"

PERCENTAGE IN EACH COMPANY ANSWERING "A GENUINE INTEREST" OR "A FAIR AMOUNT OF INTEREST."



QUESTION: "Do you think your officers seem interested in what you think and how you feel about things?"

PERCENTAGE ANSWERING "VERY MUCH INTERESTED" OR "FAIRLY INTERESTED."



Each bar represents the report for a different Company. The Companies are charted in rank order on each specific question.

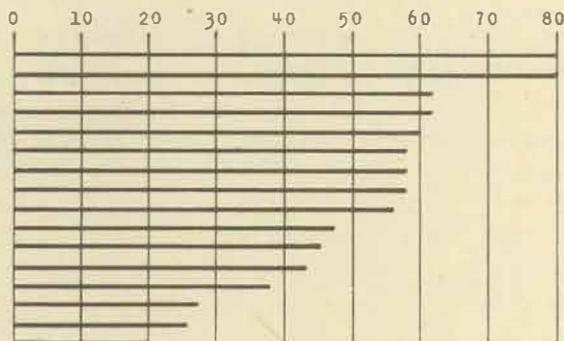
FROM PM 21-50 ¶29

29. **Keep Men Informed.**--In all phases of administration, training, and operations, make every effort to keep your men informed. Nothing irritates American soldiers so much as to be left in the dark regarding the reason for things.

DO OFFICERS KEEP THEIR MEN INFORMED?

QUESTION: "Do you think your officers explain everything you need to know in order to do properly what they want done?"

PERCENTAGE IN EACH COMPANY ANSWERING "ALWAYS EXPLAIN ALL WE NEED TO KNOW" OR "USUALLY EXPLAIN ALL WE NEED TO KNOW."



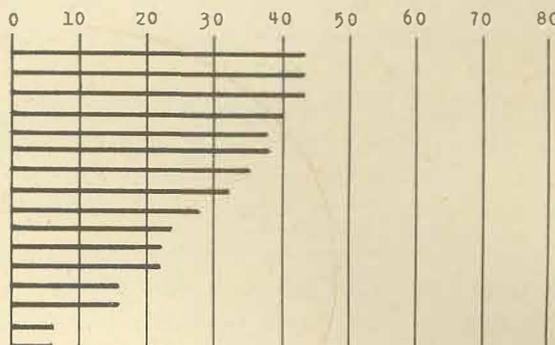
FROM PM 21-50 ¶25

b. **Study.**--Avail yourself of every opportunity for acquiring knowledge of your profession, with special emphasis on the technique of the weapons and equipment assigned to your organization. Suitable knowledge can only be acquired by study far beyond the ordinary daily routine. . . . Don't ever try to bluff--your men will sense it immediately. It is much better to admit your ignorance of the subject in question, and then take steps to acquire the information. You are not expected to know everything, but you are expected to be honest.

DO INSTRUCTORS KNOW THEIR STUFF?

QUESTION: "Do you feel that those who instruct you and have charge of your work really know their stuff?"

PERCENTAGE IN EACH COMPANY ANSWERING "ALMOST ALL OF THEM DO" OR "MOST OF THEM DO."



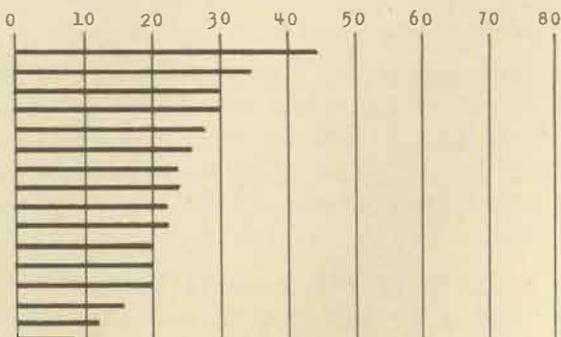
FROM PM 21-50 ¶31, 35

Since the manner in which promotions are made gives the company a good occasion to pass on the judgment of the company commander, it is important that you never permit yourself to be deceived by false pretenses of any sort. Give careful consideration to recommendations from subordinate leaders, but the determining factor in the selection should be your own estimate of the man's worth. . . . Be . . . firm, impartial, and human in your dealings with subordinates.

FAVORITISM?

QUESTION: "In your outfit do the most deserving men usually get the best breaks?"

PERCENTAGE IN EACH COMPANY ANSWERING "ALWAYS" OR "USUALLY."



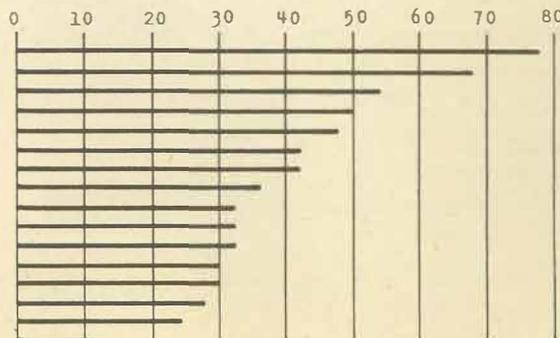
FROM PM 21-50 ¶27

b. **Mess.**--The health and happiness of men depend to a very large degree on the quality of their mess. All organizations receive the same rations, but the best meals are served in those whose officers take the trouble to see that the food is properly prepared and served. Frequent inspections should be made of kitchen and mess hall, and all company officers should frequently eat in the company mess.

HOW ABOUT THE MESS?

QUESTION: "Are the mess facilities and food in your outfit as good as they could be under present circumstances?"

PERCENTAGE IN EACH COMPANY ANSWERING "AS GOOD AS THEY COULD BE."



THE MARRIED SOLDIER

A special morale problem which calls for understanding attention from the Command

Source: Surveys of a cross section of enlisted men in the U.S. and of a group of flying enlisted personnel in the U.S.

Nearly a third of the American soldiers are married men.

The married man, especially the father, has more of a personal stake in victory than the soldier without family responsibilities--but on the average he has more worries.

To illustrate: The flying enlisted men of heavy bombardment groups in training in the United States were asked, "Are you ever worried and upset?" Among single men, 47

MARRIED MEMBERS OF BOMBER CREWS MORE OFTEN WORRIED THAN THE UNMARRIED

QUESTION: "Are you ever worried or upset?"



per cent said "hardly ever," but this reply was given by only 25 per cent of the married men.

Married men in the whole Army show about the same pattern of differences from the unmarried as do married and unmarried men in bomber crews.

The chart opposite compares attitudes of married soldiers and others, constituting a representative cross section of troops in Continental United States. Ground Forces, Service Forces, and Air Forces are shown separately. In general, the men in the Air Forces, (who include non-flying as well as flying personnel) are somewhat less prone to admit worries than men in the Ground Forces or Service Forces. But in all cases the married men are the more frequent worriers.

The incidence of the worries is confirmed by reports from overseas theaters as well as by attitude surveys in the United States.

Other questions asked of the men bring out the fact that anxiety about the family plays a serious role in the life of many soldiers. This is particularly true among enlisted men whose wives are expecting babies.

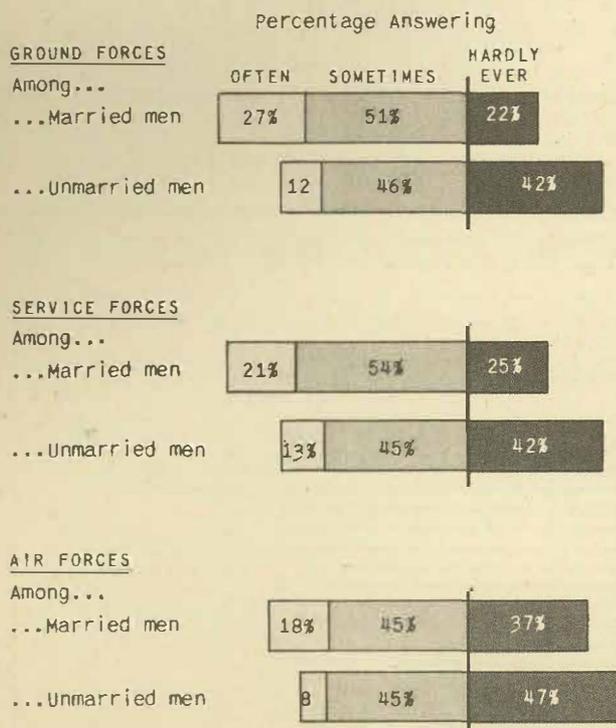
A SIXTH OF THE MARRIED SOLDIERS IN THE U.S. ARE "EXPECTANT FATHERS"

Last year the number of births was the highest in American history. Sample surveys show that one-sixth of the married

ATTITUDES OF MARRIED AND UNMARRIED MEN IN THE THREE FORCES

(Based on a representative cross section of troops in Continental United States)

QUESTION: "Are you ever worried or upset?"



enlisted men in Continental United States are "expectant fathers."

Surveys of attitudes also show that "expectant fathers" are considerably more likely than other soldiers to have worries. Thus, as the chart opposite reveals, only 20 per cent of the men whose wives are expecting babies report that they are hardly ever anxious or worried, as compared with 28 per cent among married men whose wives are not expecting babies, and 42 per cent among unmarried men. (The data shown here are for a representative cross section of enlisted men in Continental U.S.)

WHAT CAN THE COMMAND DO TO MINIMIZE ANXIETIES OF MARRIED ENLISTED MEN?

Comments by soldiers suggest that the worries about the family are of two types, *financial* and *personal* (as about health of wife or children).

Financial Anxieties. Recent legislation increasing dependency allotments can be expected to help on the financial side. Soldiers are not always familiar, however, with other sources of help. One test of a company commander is his ability to spot the married men who are worrying and to advise them with the aid of such publications as the following:

Employment of American National Red Cross, AR 850-75.

Army Emergency Relief, Memorandum No. W600-18-42.

Legal Advice and Assistance for Military Personnel, W.D. Circular No. 74, (1943)

Allotments of Pay and Deductions for Support of Dependents of Enlisted Men, AR 35-5520.

Emergency Maternity and Infant Care for Wives and Infants of Enlisted Men in the Armed Forces. Children's Bureau Folder 29, August 1943. May be obtained by writing the Children's Bureau, Dept. of Labor, Washington, D.C. Information is also available from the Health Department of any state.

Personal Anxieties. Frequently soldiers complain that they have difficulty getting to see their company commander to discuss personal family worries with him. Particularly, complaints are frequent in the United States about a capricious furlough policy. *About half of all soldiers say that they do not get a fair share of passes or furloughs.*

Part of the difficulty may be that, when furloughs cannot be granted, the enlisted

EXPECTANT FATHERS MOST LIKELY TO BE WORRIERS

(Representative cross section of troops in U.S.)

QUESTION: "Are you ever worried or upset?"

Among those who are...	Percentage Answering		
	OFTEN	SOMETIMES	HARDLY EVER
..Married— Expecting children	34%	46%	20%
..Married—Not expecting children	22%	50%	28%
..Unmarried	12%	46%	42%

men are not always given what seems to them a *convincing reason why*. This is particularly distressing to the married man who is sincerely worried about illness of his wife or children.

Statistics show that the married soldier is *twice* as likely to go AWOL as the unmarried soldier. It is probable that many of these AWOL's could have been averted if the commanding officer not only had a fair furlough and pass policy, but also took pains to explain to his men that requests must sometimes be rejected because military necessity requires.

Overseas, an important factor is the *mail service*. While delays are often beyond control of commanding officers, these officers evidently differ considerably in the resourcefulness with which they help the mail get through to their troops, especially at the fighting front.

SOLDIERS' SONGS

Source: Cross section of enlisted men in Continental U.S.

The latest hit tunes and Army marching songs and service songs run neck and neck for first place in soldiers' favor. Popular songs of the last 25 years are also popular, while only a quarter of the men name patriotic songs among their three favorite types of songs. Least popular of all among soldiers are folk songs, hill billy songs, and church songs.

Seven out of every eight soldiers say they like to sing. Most of the men prefer to sing with a few fellows, while community singing trails in popularity, and organized glee clubs appeal to only about one-tenth of the men.

ATTITUDES AND ORIENTATION FILMS

The more pictures men have seen, the clearer they feel about why we fight

Sources: Survey of a cross section of enlisted men in the U.S. and an experimental study in a replacement training center.

Orientation films are designed to aid the commander in building the mental fitness of his troops for combat. The "Why We Fight" films attempt to do this by giving men a better understanding of the background of the war and their personal stake in victory.

Checks on the effectiveness of the films have been made by various research techniques. In a survey of a cross section of enlisted men in this country, the men who reported seeing the most "Why We Fight" films were the most likely to believe that they had a clear idea of why we are fighting this war.

The films of the "Why We Fight" series are:

Prelude to War. Shows how Japan, Italy, and Germany prepared for war. Compares the "free world" and the "slave world." Begins with the Jap attack on China and ends with Italy's attack on Ethiopia.

The Nazis Strike. Shows how Germany took over Austria and Czechoslovakia and then invaded Poland.

Divide and Conquer. Shows the German invasion of Norway, the low countries, and the defeat of France.

Battle of Britain. Shows the German air bombings of England after the defeat of France.

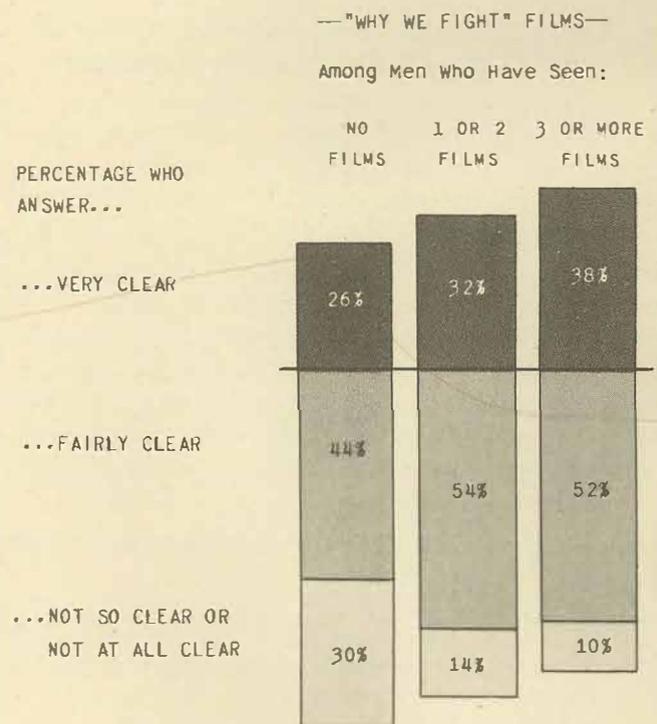
Battle of Russia. Shows how the Germans invaded Russia, were stopped before Moscow, Leningrad, and at Stalingrad and were thrown back.

The more of these films the men have seen, the more likely they are to have a high interest in why we are fighting and to believe that the films are honest and factual presentations of the subject.

The commander may not immediately see any connection between a man's conviction that he has a clear idea of why we are fighting and his mental fitness for combat.

THE MORE FILMS SEEN, THE MORE MEN BELIEVE THEY KNOW WHY WE FIGHT

QUESTION: "How clear an idea do you have of why we are fighting this war?"



Research indicates that such a connection exists. For example, men who believe that they have a clear idea of why we are fighting this war tend to have more sense of significance of their own personal part in the war than do men with doubts and perplexities.

Among men who think they have a clear idea about why we fight, 44 per cent say that they would rather be soldiers than workers in a war industry. By contrast, among men who are doubtful about why we fight, only 22 per cent prefer their soldier role to a civilian role.

Other attitudes related to having a clear idea of why we fight are self-confidence and pride in outfit.

HOW A SINGLE FILM CHANGES ATTITUDES TOWARD THE BRITISH

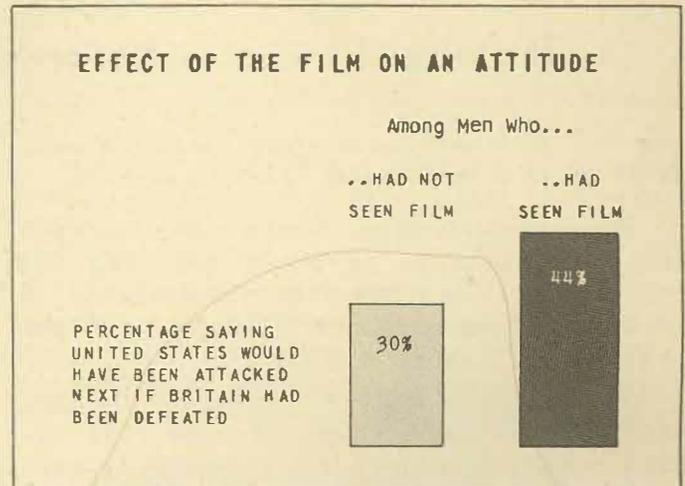
Here is an illustration from a typical experimental research study which measured the effects of the film "Battle of Britain."

Two carefully matched groups of men were selected for experimental purposes. One group saw the film. The other group did not see the film. The differences in attitudes in the two groups measured the effects of the film.

A number of elements in the film--for example, the portrayal of the reality of England's peril, her resistance to the Nazi attack, and the showing of a German master plan for attacking the United States once Britain was out of the way--combined to produce the inference that American shores would have been subject to Nazi attack had British resistance failed. Many of the men who saw the film were convinced by it that America would have been the next on Hitler's list if Britain had been defeated.

DO FILMS HAVE A LASTING EFFECT?

One important factor in evaluating films is evidence as to the persistence of their effects after a lapse of time. The illustration charted is one of many showing that a few days after seeing a film, the effect of the film on men's attitudes and knowledge is marked.



Another experimental study has indicated that nine weeks after seeing the film a large proportion of the effects still remain.

In this study, three matched groups were surveyed. One did not see the film. Another was tested five days after seeing the film. A third was tested nine weeks after seeing the film.

More than half the effect on attitudes which was noted in the 5-day group persisted after nine weeks, and more than a third of the short-term increase in *factual knowledge* persisted after nine weeks.

HOW MANY SOLDIERS KNOW THE ANSWERS?

It might be interesting for the reader to guess the percentage of enlisted men who can answer these questions correctly. The actual percentage of right answers to each question, by a representative cross section of troops in the Continental United States, is shown in the inverted line at the bottom of the page:

1. Where is Sicily?
2. Who is Chief of Staff?
3. Who is Chief of the Army Air Forces?
4. Name one of the Four Freedoms.
5. Name all of the Four Freedoms.

1. 77% 2. 71% 3. 56% 4. 49% 5. 6%

HOW THE EFFECTIVENESS OF ARMY TRAINING FILMS CAN BE INCREASED

The value of a short explanatory talk preceding an Army training film

Source: *An experimental study conducted among trainees at a replacement training center.*

How commanding officers can increase the effectiveness of their training and orientation films has been demonstrated in a series of experiments conducted for the Training Division, A.S.F.

Teaching by motion picture film has come of age. Never has this powerful medium been more widely and effectively used for education than in the United States armed forces.

One drawback of film instruction is that it does not provide the personal contact between instructor and trainees which is so useful in keeping men interested and attentive.

What can be done about this? Too often, nothing is done. But scientific study of films' effectiveness shows that the *effectiveness can be stepped up materially if an officer will introduce the film with a short and appropriate talk.*

HOW THE VALUE OF ORAL SUPPLEMENTATION OF A FILM HAS BEEN DEMONSTRATED

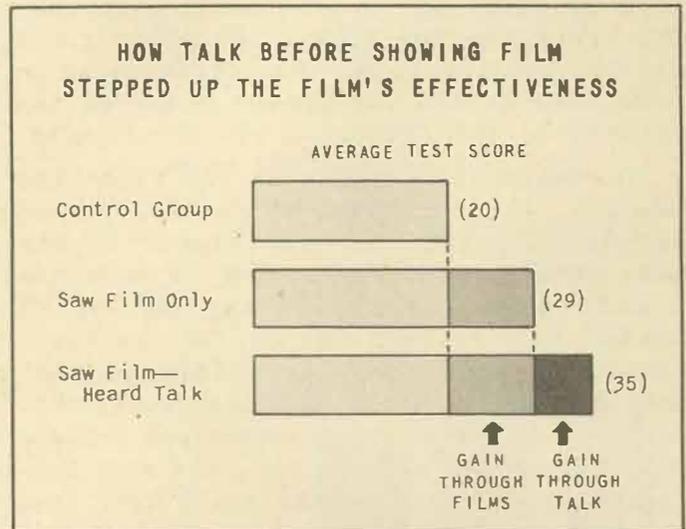
To illustrate, consider a training film used to teach map reading. Three groups of soldiers, carefully matched as to education and amount of training, were tested for ability in certain phases of map reading.

Group A, the control group, received neither film nor talk. Test results for this group showed how much men knew before receiving any Army instruction on the subject.

Group B was shown a one-hour training film, without supplementary instruction.

Group C was shown the same film, preceded by a short introductory talk in which an officer explained why the film would be shown, how it fitted into other work of the unit and noted certain points in the film to which special attention should be paid.

Comparison of the scores of these groups on a carefully designed test meas-



ured the knowledge gained from each type of instruction.

Group A, the control group, made an average test score of only 20.

Group B, which saw the film only, made an average score of 29.

Group C, which saw the film and heard the talk, made an average score of 35.

Repetition of the experiment under varied conditions gave substantially similar results.

These findings have very wide and important implications. The exact amount of improvement through introductory talks will vary depending on the subject matter. But there is little reason to doubt that any commanding officer can step up the effectiveness of film training by taking trouble to have a qualified instructor give short introductory talks, tailored to the immediate problems of his unit.

ORAL REVIEW QUIZ FOLLOWING THE FILM ALSO CAN INCREASE FILM'S EFFECTIVENESS

A set of experiments similar to those described above also demonstrated that a film's effectiveness can be substantially increased by following the film with a short oral quiz reviewing the material covered in the film.

LEISURE-TIME ACTIVITIES IN NEW GUINEA

Even in an active theater, men find time for recreation and entertainment

Source: Survey of a cross section of enlisted men in all types of installations in New Guinea.

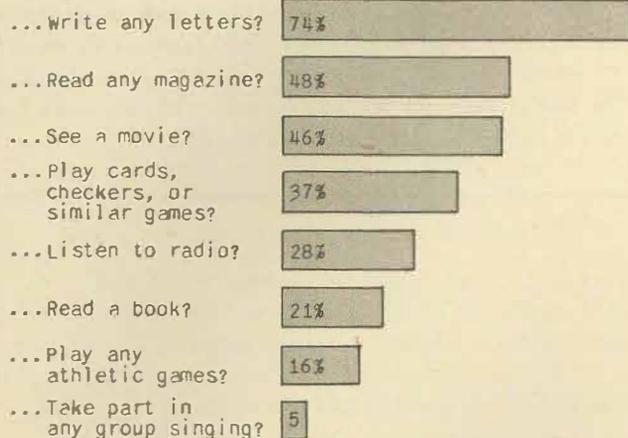
In New Guinea, as elsewhere, soldiers report that letter writing is the most frequent off-duty activity. Three-quarters of the men on this battle-torn island report that they wrote one or more letters on a typical day--most of them more than one.

On the same day, half the men read magazines, and almost as many saw a movie. Small games, radio listening, and book reading were also common activities. Athletics and group singing were engaged in by fewer men.

OFF-DUTY ACTIVITIES OF SOLDIERS IN NEW GUINEA

QUESTION: During your off-duty time yesterday did you...

PERCENTAGE ANSWERING "YES"



The total per cent is more than 100, since many men reported more than one activity.

To check the frequency of movie attendance, men were also asked how many movies they had seen in the last week. One man in six had seen none, but three out of every five had seen two or more.

WHAT KIND OF PICTURES DO MEN LIKE?

The men were also asked to name the two types of motion pictures they most liked. By an overwhelming margin, men expressed a preference for two types of films. Pictures with singing and dancing and pic-

tures with clever comedy and light romance each were named by three-fifths of the men as one of their two favorite types.

A shade less than a quarter of the men named mystery and detective pictures, while serious dramas were popular with 15 per cent of the men. Only one man in twelve named movies with war stories as one of his favorite types. Historical or biographic pictures, "slapstick" comedies, and westerns had the support of from one-tenth to one-twelfth of the men.

RECREATION EQUIPMENT MEN WANT

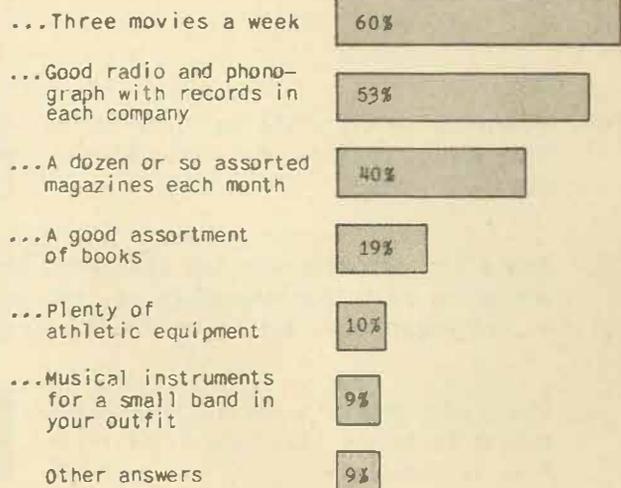
The popularity of movies among the men in New Guinea is further indicated by men's responses to the following statement:

"Shipping space to this area is limited. Supplies and equipment for your recreation will be increased as much as possible, but the Army needs to know the things you want most of all. You may now be getting all of the things in the list below, or you may be getting only a few. Check the two things that you like or would like to have most of all!"

SOLDIERS IN NEW GUINEA ASK FOR MOVIES

Percentage of men checking each type of recreation equipment as one of the two types they like or would like most to have.

WOULD LIKE...



Percentages add to 200, since men were asked to check two types of equipment they like or would like most to have.

BUSY SOLDIERS TEND TO BE SATISFIED SOLDIERS

—Provided they think their Army duties are important

Source: Study of a cross section of enlisted men in 63 ASF units in an overseas theater.

Research among troops in overseas theaters shows that the men least likely to be satisfied with their jobs are those who feel they do not have enough to do in their present assignments.

But it is not enough merely to keep men busy. They also need a belief that their duties are important.

The chart below shows that 71 per cent of the enlisted men in ASF units in an overseas theater who say they are kept busy at tasks they consider important are satisfied with their Army jobs. But only 38 per cent of the men who say they do not have enough to do are satisfied with their assignment, and only 44 per cent of the men with enough to do but who do not think their work is important are satisfied.

Sense of importance of one's Army job is dependent, in part, on sense of stra-

tegic significance of the mission to which the organization is assigned, and ultimately, on sense of urgency of the war itself. All these are problems of Orientation, on which the unit Orientation Officer should be ready with helpful aids.

BUT THE BEST ORIENTATION CANNOT SOLVE PROBLEMS OF MISASSIGNMENT OF TECHNICIANS

A series of research surveys made in Continental United States shows, that thousands of skilled technicians, trained in civilian life or in Army technical schools, are not now using their skills in their present Army job. Thus efficiency as well as morale suffers.

AR 615-28 C3 (May 5, 1943) directs:

"Under no circumstance will a man possessing scientific, professional, or technical skills of which there is an acute shortage in the Army be continued in an assignment which does not make full use of these abilities."

SATISFACTION WITH JOB ASSIGNMENT

Percentage Who Are Satisfied

Among the soldiers who say they do not have enough to do in their present Army duties

38%

Among the soldiers who say they have enough or more than enough to do, but do not regard their duties as important

44%

Among the soldiers who say they have enough to do and also regard their duties as important

71%

HOW THE STUDIES ARE MADE

The staff of the Research Branch of the Morale Services Division is composed of Army officers who are experienced in the field of surveys, together with a number of civilian specialists. Techniques have been developed, tested and adjusted to fit the Army's problems.

The basic steps in conducting a study are as follows:

1. The questionnaire is prepared in consultation with the War Department branches, or the theater command immediately concerned. Questions are carefully chosen to provide the exact type of information desired. A complete plan of attack on the problem is worked out in advance.
2. The questionnaire is pre-tested. That is, the questions are tried out on small groups of men to determine whether they are meaningful and understandable to the type of men or officers to be studied. Personal interviews check on whether the questions are really getting at the central problem under consideration.
3. The project is cleared for action with the commands in which the study is to be made.
4. The number of men to be surveyed is set sufficiently large to insure statistically reliable findings.
5. The men to be surveyed are selected to insure as true a cross section of the group to be studied as possible. A cross section of enlisted men in the United States, for example, is so drawn as to give proper proportionate representation to each branch of the Army, to men in each stage of training, and to men stationed in the various sections of the country. It is, of course, possible to get cross sections of a single branch, of a division, of Negro troops, or any other portion of the Army desired.
6. The men complete questionnaires under conditions of absolute anonymity. They are assembled in small groups, and hear a short introduction given by a specially trained class leader. This introduction makes it clear to the men that only their frank opinion is wanted, and that they are not being tested or spied on. If the group is composed of enlisted men, the class leader is an enlisted man, and no officers are present during the session. No names or serial numbers are placed on the questionnaires. Ordinarily, illiterates or men of very low intelligence are interviewed by specially trained enlisted men.
7. The data are analyzed by specialists in attitude research analysis. Reports of these analysts are released to agencies concerned, and also form the basis for the material presented in this bulletin.

The procedure outlined above is that followed in the typical cross section survey. Other techniques, of course, are employed from time to time in special situations.

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FOR EXPLANATION OF SYMBOLS, SEE FM 21-6