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THE EFFECTS OF GROUP ESSENCE SURVIVAL ON GROUP MORALE

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MARK R. WOJDA

ABSTRACT

Morale has been defined as, “the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose” (Leighton, 1949, p. 78). What is missing in our understanding of morale is knowing precisely what generates, increases, and decreases morale. One purpose of the current project is to explore these aspects of morale. Specifically, one factor that may boost or drive morale is the survival of the group’s identity, or common purpose. The “essence” of a group includes their values, ideals, and identity that may live on even after current members of the group no longer exists. Although previous research identifies several components of morale and how to measure the concept, previous frameworks of group morale (Hocking, 1941; Peterson, Park, & Sweeney, 2008) have not been empirically validated. Using a systematic approach, a study has been designed to use as a starting point in empirically studying morale so valid conclusions can be reached. In the current study, participants were led to believe that the essence of a group they belong to (their city) is threatened, or that the essence of their group (city) is undergoing a new sense of vitality. In a third condition, participants were not given any information related to the status of the essence of their city. It was predicted that participants who were reminded about the survival of their group’s essence would experience an increase in group morale compared to those who were not reminded about group essence survival or were lead to believe their group’s essence is threatened. Partial support was found in support of the hypothesis, and additional evidence implying that morale is specifically related to the vitality of the

group's essence was also obtained. These findings provide a valid starting point for an updated framework of group morale.

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CHAPTER I

INTRODUCTION

Definition and Historical Context

Although most people can probably inherently gauge the morale of a group, truly understanding the concept of group morale is much more difficult. Morale has been defined as, “the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose” (Leighton, 1949, p. 78). What is missing in our understanding of morale is knowing precisely what generates, increases, and decreases morale. One purpose of the current project is to explore these aspects of morale. Specifically, one factor that may drive morale is the survival of the group’s essence. When the survival of this essence is in doubt, it is possible that morale will decrease. When survival is assured, it is possible that morale will increase. The underlying rationale for these predictions will be provided in the sections that follow. Perhaps one way to argue for the potential relationship between a threatened group essence or purpose and changes in morale is by thinking about common situations where morale is reported to be affected. For example, morale is often reported to decrease during corporate mergers (Davies, 2004). Consequently, examining what happens during a corporate merger that leads to these findings is of interest.

For one thing, during a corporate merger, the group's identity and common purpose are in a state of transition. If a company with an essence of being extremely customer service-oriented merges with a company that emphasizes sales and profits, employees may feel unable to function in an environment filled with uncertainty, resulting in a decrease in morale (Davies, 2004). It is possible that this state of transition and threat to the group's identity, ideals, and perceived purpose, in a sense their survival and sense of meaning, are what make morale drop. In fact, in this sense morale may be an indicator of a group's health, reflecting members' perceptions of the ability of their group as they know it to survive. In the previous example, the group that emphasized customer service may feel their group (and what it represents, its ideals) is in danger of dying. When companies merge or are bought out, there are often questions as to what the new company will bring in terms of leadership, workplace atmosphere, ideals, and identity. In the face of such uncertainty, morale in the workplace may drop (Davies, 2004). Once an essence is reestablished and workers regain a common purpose and ideals, morale may rise and the workplace may become more productive. The workplace is not the only place where morale matters though, as the importance of group morale is demonstrated in many fields.

History is filled with numerous examples highlighting the importance of morale. One example of the importance of morale comes from ancient Greece, in the battle of Thermopylae. Spartan warriors were known for their courage, discipline, and willingness to fight until death (Adcock, 1957). Spartan warriors carried this "essence" of their group with them, as warriors had the words "with this (meaning in victory), or on this (meaning in death)" inscribed on their shields (Plutarch, 2004, p. 265). In this historic battle,

approximately 7,000 Greeks fought between 100,000 and 300,000 members of the Persian army. After holding off the Persians for two days while sustaining only minimal casualties, the Greeks were betrayed and flanked by the Persians. After learning of this, the leader of the Greek forces dismissed the majority of his forces, staying behind with 300 Spartans (1,500 total warriors) in a last stand. Outnumbered and flanked, the Spartans fought to the last man. As a unit these 300 warriors had such high morale that they were willing to give the ultimate sacrifice for each other, and for their country. The sacrifice the soldiers made is important because although the members of the Spartan army did not live on, the core values of Sparta (toughness, discipline, fighting until the end) did for another 288 years. Thus, they embodied the essence of their group, even in death.

Literature Review

Military units recognize the importance of morale as it reflects a willingness to sacrifice in pursuit of a common purpose. This willingness has been referred to as *esprit de corp*. Given that warfare requires extreme personal sacrifices, from facing extreme pain and even death to ignoring responsibilities back home, it may be beneficial for the military to understand the morale of their troops. Therefore, it is not surprising that a number of theories, theoretical papers, and research studies have been devoted to the measurement of morale in the military.

While it is clear that morale is a concept that is relevant to the military, early research on morale focused on the measurement of morale rather than on the concept itself. In this early research, rather than trying to explore what comprises the concept of morale and develop a definition of it (e.g., identifying the source and nature of this

willingness to sacrifice for the group), researchers kept the concept at an intuitive level and examined the issue of measurement by simply asking participants to identify people who were high or low in morale, and also to report morale levels. For example, Dayhaw and McInnis (1970) explored ways to measure morale in the Canadian Air Force. In this study, they measured morale, interest, and enthusiasm for the Air Force training program. The purpose of the study was to determine if measuring morale could actually change group morale. Using two different methods, Dayhaw and McInnis (1970) concluded that using a peer rating system (nominating five people who exemplify high and low morale) had a positive effect on morale, whereas rating the morale of each individual member did not significantly change morale (Dayhaw & McInnis, 1970). Thus, when thinking of group morale, thinking of the extreme examples tends to boost morale (as it is defined here), while the laborious task of rating every individual has no effect on the morale of a group.

Although early research did not center on the concept of morale, later military research attempted to operationalize the concept of morale. In an attempt to correlate morale with satisfaction, motivation, and cohesiveness, Motowidlo and Borman (1977) administered a previously created measure of morale to 47 platoons (614 enlisted soldiers) of the US Army. In this study, morale was comprised of components such as community relations, teamwork and cooperation, reactions to adversity, superior-subordinate relations, performance and effort on the job, bearing, appearance, military discipline, pride in unit, Army, and country, and use of time during off duty hours. These components were derived from workshops in which 190 military personnel wrote about events indicating high, intermediate, or low morale. Once the categories were

determined, the same military personnel that described the incidents classified the incidents into a category, and rated them on 9-point scales indicating the level of overall morale the incidents reflected. Once these eight individual items were measured, they were compiled to create one overall score of morale on the basis that they represented the full spectrum of morale (high to low), high inter-rater agreement on which category an incident should be placed in, and high inter-rater agreement on the level of overall morale the incidents reflected.

In the first empirical use of their scale, Motowidlo and Borman (1978) correlated their overall score of morale with satisfaction, motivation, and group cohesiveness in military units. Satisfaction, motivation, and group cohesiveness had previously been used in definitions of morale (Guion, 1958; Katzell, 1958), and thus were examined. Ultimately it was found that morale was positively correlated with reenlistments (viewed as part of cohesion), overall satisfaction, and satisfaction with the army as a whole (Motowidlo & Borman, 1978). Further, morale had a negative correlation with the number of complaints to congress filed by a platoon (Motowidlo & Borman, 1978). Thus, it seems that the concepts of satisfaction (in three different forms) and cohesiveness (in the form of reenlistments) play an important role in the morale of a group.

More recent research from the Belgian military supports not only the correlation of satisfaction and cohesion with morale, but the inclusion of satisfaction and cohesion in the measurement of morale as well. Fils (2006) conducted a study to examine the relationship between morale (in this case, satisfaction and cohesion as defined by Motowidlo & Borman, 1978) and several demographic variables in the Belgian military to inform commanders that information related to morale can be derived from

questionnaires not specifically designed to measure morale. Demographic variables such as age, gender, rank, and family were selected due to their inclusion in previously existing Belgian military questionnaires. Ultimately it was concluded that a morale scale comprised of satisfaction and cohesion was reliable, and that only one demographic variable was significantly related to morale. If military members believed their absence would cause problems for their family, morale was low. The results of this study show that membership in another group, a family, can negatively impact morale (as proposed by Motowidlo & Borman, 1978). Thus, it is important to consider multiple components, such as satisfaction and cohesion, when constructing a framework of morale.

Much like in the military, employers have long recognized the importance of morale in the workplace. Leaders in the business world also need members of their group to make sacrifices for the group. For example, employees may be asked to work long hours, re-locate, and remain loyal so they do not expose trade secrets. Additionally, organizations may have an “essence” as well. Some successful organizations may have an identity of change, innovation, and adaptation (e.g., arguably Google or Apple), while others see their essence as stability and predictability (e.g., arguably Nathan’s or Sabrett’s hotdogs). Thus, morale appears to be a relevant topic in the workplace as well. Blocker and Richardson (1963) conducted a review of research that had been conducted on morale to date. They found that previous research equated job satisfaction with morale (England & Stein, 1961), and claimed that measures of job satisfaction were more encompassing than any measure of morale, stating that they view morale as specifically concerned with personnel practices (Blocker & Richardson, 1963). Further, they deemed

any difference in studying these two concepts as “arbitrary and to contain a considerable amount of overlapping” (Blocker & Richardson, 1963, p. 200).

The review showed several common components of workplaces with high morale. The studies in this review primarily examined teacher morale through surveys of both employees and supervisors, with little explanation as to how the results were obtained or what they mean. These factors included freedom in planning work, participation in decision, good relationships with supervisors, adequate compensation, and a fair workload. Additionally, the literature review revealed that supervisors often rated morale higher than employees (Blocker & Richardson, 1963). Thus, when attempting to measure morale, it is important to take into consideration the differences between the actual morale of a group member and the perceived morale of a group by a supervisor. Further, when developing a framework of morale, it is important to understand that components supervisors rate as important to morale may not have the suspected influence on the morale of a group.

The idea that supervisors overestimate the morale of their employees was further tested by Jerdee (1964). To support the conclusions of Blocker and Richardson (1963), Jerdee measured group morale, expected group morale, and accuracy in factory workers and supervisors. In this study, morale was measured with 20 items from the Triple Audit Employee Attitude Scale, which includes measures of satisfaction, cohesiveness, compensation, and workload equity on a 1 to 5 Likert-type scale. The study conducted by Jerdee is important as it not only reinforces the notion of supervisors overestimating morale, but demonstrates it among workers other than teachers. Importantly, there was a significant negative relationship between predicted group morale and accuracy. Thus,

when supervisors were highly accurate in assessing morale, it was likely to be low. When morale was high, supervisors were less accurate in assessing morale. Supporting the review by Blocker and Richardson, Jerdee found that supervisors overestimate the morale of their workers compared to the average morale score of their subordinates. Therefore, a direct measurement of morale by the employees, using an average of employee's scores on a 20 item scale, seems to be a better measurement (albeit more time consuming) than simply asking a supervisor.

Given the dates of the previously presented articles, one may wonder if our understanding morale in the workplace has changed over the last 45 years. A recent article developing a measurement of morale addresses this issue. According to more recent definitions of morale in the workplace, morale is defined as satisfaction with, and commitment to, an organization (Reed, 2002). Although it is prudent to include job satisfaction as part of a framework of morale, restricting the definition of morale to satisfaction and commitment ignores previous research and historical examples that indicate morale to be a much broader concept. Although satisfaction and commitment are important, they simply do not cover all instances of morale. For example, it is doubtful soldiers are willing to die simply because they are satisfied with their job. Further, those who are highly committed to their organization may have ulterior motives (e.g., family, debts), but may have low morale. The notion that one can have high commitment while having low morale lends credibility to the notion that morale is made up of more components than just job satisfaction and commitment. Therefore, current definitions and measurements of morale in the workplace should include, but not be limited to, job satisfaction and commitment.

Although the instruments used to measure morale have changed over the years, the definition has stayed relatively the same. As such, it is important to examine the origins of these definitions and how they have evolved over time. Hocking (1941) details his philosophical thoughts on morale through a historical context, and unfortunately, does not examine empirical research. Although Hocking does not provide a concise definition of morale, he does examine the concept in depth. He states that there is not only morale for the actions of military groups and nations, but morale for being as well. This morale is continuous, as is the will to live (Hocking, 1941). The morale of being may even be a subconscious attachment to the will to live of a group and the ideals it represents (Hocking, 1941). These ideals, according to Hocking, are what give our actions meaning and their legitimacy. Therefore, according to Hocking, a group's actions are striving to maintain the life of a group, and the reason groups strive for survival are their ideals (what this paper refers to as "essence").

As noted earlier, groups have an "essence" that is an integral part of the group and group morale. In his discussion of morale, Hocking (1941) uses the concept of a group's ideals to describe this vital part of a group. Hocking states that there are three classes of morale within each group. The first group is made up of members who believe so strongly in the ideals of a group that they would form another for the exact same purpose if their group did not exist. The second group supports and understands the ideals of the group, and agrees with what the first group proposes. The third group merely adheres. In groups with high morale, the vast majority of members fall into the first two groups. Groups whose members fall into the third group are characterized by low morale, and have a greater chance of disbanding. Thus it is the group members, their belief in the

group's ideals, and the willingness to sustain the existence of these ideals that can impact morale.

However, these are not the only components of morale according to Hocking (1941). He describes several more key components in the military. These include a single mindedness of the group, and a willingness to sacrifice for the group that we often think of in military units. In addition, Hocking argues that we need to believe in the greatness of our own destiny, or in the case of the group, the destiny of the group. For example, he believes that Nazi's maintained high morale by tapping a ubiquitous urge, that to escape the "mere low-scale orderliness of existence" (pp. 316-317). Thus, those who were members of the Nazi party believed they would be a part of something great, which had a great influence on morale. Therefore, according to Hocking, one integral component of group's with high morale is a belief in the greatness of the group's ultimate goal.

Given the world-changing events that were happening when Hocking (1941) wrote his theory of morale, it is understandable why his views took on a military perspective. However, the idea of morale continues to evolve to this day. As such, researchers have outlined more contemporary definitions of group morale. Recently, researchers in the field of positive psychology created an updated framework for group morale. Positive psychology, which focuses on the life satisfaction of an individual, views morale as similar to the life satisfaction of a group. Both life satisfaction and morale are indicators of well being (Peterson, Park, & Sweeney, 2008). Peterson et al. (2008) outline components they believe make up morale. This extensive list includes traditional items such as a common purpose, social cohesion, sacrifice, enthusiasm, and

mutual trust and respect. Many of these components have been previously discussed and included in explorations of morale.

However, Peterson et al. (2008) list a number of components not previously included in definitions of morale. These components come from an extensive reading on the literature of morale. New components include confidence that a group can perform and achieve its goals given their current situation, optimism that a group will have more success than failure, and the capability to be successful given a group's history. Further, they also list resilience in the face of adversity and challenges, leadership that values and respects the contributions of group members, loyalty to the group and its members, and devotion to the group as a whole as well as other group members (Peterson et al., 2008). Finally Peterson et al. list a compelling group history to set expectations for future endeavors, a concern with honor of the group (for example, taking pay cuts so coworkers can stay with the company), and moral rightness to give the group a sense of meaning (Peterson et al., 2008). These components, according to Peterson et al., provide a much more complete framework of the dimensions of morale than definitions provided by previous research. With this new framework, researchers in the field of positive psychology (and other fields of psychology) can begin to research the concept of morale more effectively.

Along those lines, Peterson et al. (2008) proposed a different view for the measurement of morale as well. Typically, they say, morale has been measured by compiling individual self reports to create an aggregate measure of group morale. Creating an aggregate measure, however, may not be the best way to measure group morale as previous research has demonstrated (e.g. Dayhow & MacInnis, 1970). Rather

than creating an aggregate measure, Peterson et al. suggest that morale may be measured best by measuring the components previously mentioned, given their relation to overall group morale. By incorporating these new components into measurements of morale, one can get a better measurement of overall morale than a single, unidimensional report can provide (Peterson et al., 2008). Further, Peterson et al. note that researchers should not restrict their research in morale to one specific field (e.g. military, workplace), but rather should focus on researching across fields. In doing so, researchers can develop a more generalizable framework of group morale.

Present Study and Hypothesis

It is important to note that in both frameworks of morale previously mentioned, morale is a state of a group, not a trait. That is, it is constantly changing, moving, and evolving over time. While it is possible that groups (or group members) have traits that can lead to high or low morale, the morale of a group itself is a state. Given the fluid nature of morale, it becomes important to know how morale changes over relatively short periods of time, and what can be done to quickly alter morale within a group. Thus, it is important to develop an accurate understanding of what generates, increases, or decreases morale. With an enhanced understanding of what fuels the willingness to sacrifice for the group, numerous benefits can emerge. For example, leaders may then have the ability to induce high morale when it is critical to the group's success, as well as the ability to sustain morale under conditions that are typically detrimental to morale, and even more complete methods of measuring morale in their groups.

However, the previous studies operationalize and measure morale in vastly different ways. While some components (job satisfaction) have been empirically

validated using a different framework of morale, others are only based on theory. Therefore, it is hard to gain a complete understanding of group morale when components and measurements lack continuity, and previous models possibly do not accurately encompass morale. One purpose of the current study is to empirically study morale so valid conclusions can be reached. Using a systematic approach, a study has been designed as a starting point toward fulfilling this goal. The reasoning and strategy behind the present research will be discussed shortly.

Previous theory compared group morale to the well being of a group (Peterson et al., 2008). While there are strengths to the model proposed by Peterson et al., there are also advantages to the position offered by Hocking (1941). Hocking believes that morale is like the will to live, continuous and ever present, rather than an indicator of well being. However, this view was abstract, theoretical in nature, and not empirically explored. In contemplating the nature of morale, a new framework is currently being proposed, one that resembles previous conceptualizations, but is sufficiently distinct to be considered more than a revision. Some distinguishing features of this new framework and the benefits of considering these aspects will now be presented.

I argue that a more accurate comparison for the concept of group morale is health. Much like the concept of health, group morale may be an indicator of vitality and related to energy and the ability to act. Thus, much like an individual in good health may have more energy to perform actions to achieve his or her goals, a group with high morale may have a greater ability to do the same. Note that having morale is different from having the skills and ability to accomplish something. While a person may be healthy enough to run

a marathon, they may not have the skills to finish. Conversely, a nation may have the ability and skills to win a war, but lack the necessary morale to finish the job.

Much like health, group morale seems to possess aspects that are rather intangible in nature. Further, people seem to be able to assess health intuitively. However, when asked to describe how they know this, the intangible nature of health makes this very difficult. When asked to evaluate health, one may examine health as a whole rather than in terms of separate, individual parts (e.g., I'm feeling good vs. my resting heart rate is 65 beats per minute). This examination as a whole may also be true for group morale. To further this point, similarities may exist between health and morale in other areas. For example, poor health can result in apathy and a decreased willingness to act, much like poor morale may result in a decreased willingness to act in a group. Also, even the posture of a healthy person (seen as upright and confident) may relate to a group with high morale (optimistic and confident). In these ways, it may be that morale relates better to health, or vitality, rather than to life satisfaction.

If health is an indicator of how biologically fit one is, one might think of physical health as a gauge of an individual's ability to exist and survive. If group morale is analogous to health, and thus relates to the group's ability to exist and survive, group members may assess certain aspects in terms of existence and survival. The assessment of certain aspects in an existence and survival manner provides a base for how the proposed framework of group morale differs from earlier works. First, I propose that morale of a group serves as a gauge that indicates the vitality of the "essence" of the group. I argue the essence of a group is the unifying theme that makes a group identify as an entity. It could encompass a common, overarching goal that a group strives for, and could include

the shared morals, values, identity, and purpose. Essence involves the properties of the group that, if changed, now make the group a different group. For example, one could argue that the essence of the warriors who fought and died at the battle of Thermopylae, a group that was thought to possess high morale in the face of losing odds, included traits of strength, honor, duty, loyalty, sacrifice, and courage. As previously noted, Spartans had “with it or on it” inscribed on their shields (Plutarch, 2004 pp. 265). “With it”, again refers to the instance of returning home in victory, and “on it” refers to returning home as a fallen hero. Importantly, what is missing is that phrase “without it”, which would refer to returning without a shield, which implies cowardice.

This type of warrior mentality embodies what it means to be a Spartan, which is why those traits arguably reflect the essence of the Spartan group. Further, the Spartans at Thermopylae were thought to fight not only to represent their essence, but to ensure their essence lived on. Again, support for this notion can be found in folklore because as the story goes, one of account of the Spartans that day notes they defended themselves to the last, those with weapons used them, those without fought with their hands and teeth (Herodotus, 420 BC/1920). Perhaps it was the belief that their essence would live on (which it has, evidenced by the fact the story is still told today), that allowed morale to remain high despite certain death for the Spartans who were present.

The survival of a group’s essence is the second component I believe is missing from previous accounts of group morale. If this working framework that is being proposed is valid, one would predict that for a group even to be able to have morale, it needs to be a group (and have an essence) that has the potential to cease to exist, or die. Clearly, the types of groups that are commonly associated with morale (e.g., military

units, sports teams, political parties, cities) all possess the potential to be extinct. Armies can be destroyed, sports teams disbanded or relocated, political parties made obsolete, and cities evacuated and deserted.

However, if one considers groups that are not commonly associated with morale (e.g., families), these are groups (or their essence) that generally live on indefinitely and are in a sense immortal. For example, when describing families, group morale is rarely mentioned. The instances where morale is used to describe families are most likely cases where a bloodline is threatened and the survival of the family name and thus, the representation of the family itself, is in jeopardy. These examples serve as indirect evidence that the survival of a group's essence is largely important to the concept of group morale. Group morale is a concept that seems to apply only to those groups that have the potential to die or change in nature, and I argue it is likely to reflect the vitality of a group. The idea that morale is likely to reflect the vitality of a group is consistent with the analogy of health. If we imagine for a moment that immortals exist, it is hard to envision them using characterizations, such as health, that relate to survival and existence because those concepts would be irrelevant (much like group morale to a family). Only with the potential for mortality does the concept of health, vitality, and existence take on substantive meaning.

I believe concern for the survival of a group's essence better accounts for the morale of a group than previously mentioned frameworks for group morale. For example, previous research viewed group morale as the life satisfaction of a group (Peterson et al., 2008). However, this does not account for the anecdotal account of the battle of Thermopylae, nor findings of previous research (e.g., Fils, 2006). If the Spartan soldiers

at Thermopylae were merely very satisfied with their group, some would think it unlikely that they would sacrifice their life for the group. However, if the Spartan soldiers were concerned with the survival of the essence of their group (i.e., what “Sparta stood for”), they may have made the ultimate sacrifice to ensure that survival happened. Further, the life satisfaction view cannot account for other examples of morale, such as using alumni to boost morale. In some instances, sports coaches may invite former players and important figures to speak to their team in an attempt to boost morale. If morale were simply life satisfaction, some would think that this would not have an impact on morale. According to the survival framework, however, inviting alumni speakers could show that the ideals of a group live on and that the current group embodies the essence that previous groups embodied. Thus, by being reminded that their essence survives and can possibly continue long after the current players are retired and become legacies themselves, a group may experience a boost in morale.

Further, viewing morale as the life satisfaction of a group cannot account for previous research regarding symbols and figureheads of a group. In a series of studies, Ledgerwood, Liviatan, and Carneval (2007) examined the importance group members place on buildings and objects that represent the identity of their group. It is believed that group members want their group to represent all important features of the group identity (Ledgerwood et al., 2007). Therefore, objects that embody the essence of a group are likely to be held in high esteem by group members. To examine whether group members place greater value buildings and objects deemed symbolic of their group than buildings that are not symbolic, participants were asked to value (in dollars) a piece of real estate. Importantly, the same piece of real estate was deemed as symbolic or not symbolic of a

group's identity (Ledgerwood et al., 2007). Ultimately, it was found that buildings that had symbolic value to a group were valued significantly higher than those with no symbolic value (Ledgerwood et al., 2007). Given the results of this study, it is possible that people hold on to symbols and preserve them in order to maintain morale, especially if they represent a group's essence (e.g., much like the Holy sites in Israel, and why different religious groups fight to the death over these properties). It is possible this may be done because the symbols reflect a survival of a group's essence. The notion that a symbol represents a group's essence may also be why symbols, such as a nation's flag or a country's coat-of-arms, are carried into battle. If this symbol encompasses a group's essence, seeing it survive may boost morale. Thus, the survival of a group's essence, whether it is through a symbol or an idea, appears to be an important part of group morale.

To test some of the working assumptions of the new proposed framework that conceptualizes morale as the vitality of a group's essence, a laboratory study was conducted. A natural starting point to test the primary working assumption would be to create conditions where the vitality of a group's essence was experimentally manipulated, and to then observe if this variability induced changes in group morale. In this study, the type of group that was used was a large collective, in this case, a city. Residents of a city possess a sense of group membership (McMillan & Chavis, 1986), and large collectives like cities are thought to possess an essence (Bachrach & Zautra, 1985). Whether this essence objectively exists or not is irrelevant, what is important for current purposes is the perception that cities possess an essence.

To support this notion that cities have an identity and essence, one might reflect upon various mottos and reputations that accompany various cities. For example, a saying related to New York City is “If you can make it here, you can make it anywhere.” This motto is likely to reflect what people infer New York “is about.” Similarly, when talking about Detroit, known as the Motor City, or referring to any “Rust Belt” city, certain attributes are ascribed and are thought to capture the culture, norms, and values of the residents who live there.

Based on these assumptions, participants in the current study were led to believe that the essence of their city was threatened (e.g., by new residents who are outsiders, new industry, and ultimately, new ways of being), or in another condition, that the essence of their city was undergoing a new sense of vitality (e.g., residents staying and remaining in the city, revitalized industry, and ultimately, revitalization of existing essence and ways of being). In a third condition, participants were simply reminded about the essence of their city, with no mention of threat or survival. Importantly, in the condition where vitality is threatened, financial prospects/outcomes were kept similar to the other condition. In the vitality condition, the essence of the city will be described as thriving, surviving, and remaining intact, while in the threatened condition the essence of the city was described as changing in nature. Upon exposure to one of these different scenarios, if morale is found to be lower for those in the threatened condition, evidence that suggests morale acts as a gauge for the vitality of a group would now exist.

Additionally, as an initial exploration for this line of research, numerous questions regarding components thought to be a part of group morale, and correlates thought to be related to group morale were collected to gain a better understanding of what generates,

increases, decreases, and relates to group morale. As this study conceptualizes morale in a new way, it is important to examine different components that may be a part of morale. While other frameworks may include different constructs as components of morale, and it is reasonable to do so, for the purposes of this study boundaries must be established. Therefore, items which measure the concept of survival of the group's essence, willingness to take action, resiliency, pride, and devotion, are considered components of morale in the current study. All other measures (concepts such as relations among group members and Cleveland's core values) were considered correlates of morale. Participants' scores on measures considered to be components of morale were correlated with a face valid measure of morale to provide converging evidence that constructs are indeed components of morale. Those that were considered possible correlates of morale were correlated with a face valid measure of morale to gain an understanding about the nature of their relationship with morale. For a complete list of explored components and correlates of morale, see Table 2.

The hypothesis of the current study is as follows: it was expected that participants who were reminded about the survival of their group (city) would experience an increase in group morale compared to those who were not reminded about group survival or believe group survival was threatened. Additionally, numerous questions regarding components thought to be a part of group morale, and correlates thought to be related to group morale were collected to gain a better understanding of what generates, increases, decreases, and relates to group morale.

CHAPTER II

METHOD

Participants and Design

Seventy four participants were recruited from the psychology research pool at Cleveland State University to fulfill a partial class requirement. Participants' ages ranged from 18 to 49 years, ($M = 22.91$, $S.D. = 8.32$). This study is a single factor between-participants design, and has three conditions. Participants were randomly assigned to one of three experimental conditions, a survival condition ($n = 25$), a change condition ($n = 25$), or a control condition ($n = 24$). For further information regarding participants' age, see Table 1.

Measures

Cleveland's Morale. To measure if statements about the survival of Cleveland's identity alters morale, participants were asked the extent to which they agree or disagree with four questions about Cleveland's Morale on a 1 (*strongly disagree*) to 5 (*strongly agree*) Likert scale. Example items include, "The morale of the people of Cleveland is high" and "There is a lot that I am willing to do to help Cleveland". By asking these questions, I will be able to determine if responses to these items correlate with factors presumed to relate to morale. Additionally, to see how much time and money people would donate to support Cleveland, participants were asked five questions regarding how

much they would be willing to sacrifice, for Cleveland. Questions included, “If this campaign were to launch it will have positive effects on the city’s morale. How much would you be willing to donate to this campaign?”. Responses include \$0 - \$10, \$11 - \$20, \$21 – \$30, \$31 – \$40, and \$41 – \$50. Another representative question is, “If this campaign were to launch it will have positive effects on the city’s morale. However, it may result in an increase in your taxes. How big of an increase would you support?” with 0 - 1.5%, 1.6 - 3%, 3.1 – 4.5%, 4.6 – 6%, and 6.1 – 7.5% as response options. See Appendix A.

Survival of Cleveland. By learning about what factors are part of morale, I will be able to more accurately define, identify, and measure morale in the future. As such, I included questions related to several components presumed to be a part of morale. Of primary importance to this study is whether or not the survival component is part of group morale. Therefore, participants were asked seven questions regarding the future of Cleveland and the survival of the city. Participants responded on a 1 (*strongly disagree*) to 5 (*strongly agree*) Likert scale. Items in this measure include, “It’s important that Cleveland survives in the future” and “The future of Cleveland is bright”. See Appendix A.

Cleveland’s Core Values. It is often said that a group is more than the sum of its parts. As such, there is often a set of principles, beliefs, and values that unite a group. Knowledge of, as well as adherence to, these core values is thought to impact group morale. Consequently, I included a measure of participant’s knowledge of the existence of these values in Cleveland. On this measure, participants indicated the extent to which they agreed or disagreed with seven questions on a 1 (*strongly disagree*) to 5 (*strongly*

agree) Likert scale. Representative items include, “People in Cleveland share the same core values” and “I know what Cleveland is all about.” See Appendix A.

Resiliency. It is thought that an important part of any group’s ability to survive is resiliency. As beliefs about the ability of a group to survive is an integral part of the study, the extent to which participants felt Cleveland is resilient was measured with a 10-item scale, modified from the Connor-Davidson resiliency scale (Connor & Davidson, 2003). Items include, “Cleveland tends to bounce back from hardship” and “Cleveland can deal with whatever comes its way” and were answered on a 1 (*strongly disagree*) to 5 (*strongly agree*) Likert scale. See Appendix A.

Cleveland Pride. Another element that may relate to morale is the amount of pride one feels in being part of a group. In this study, I measured how much pride participants felt toward Cleveland and how much pride participants believe others feel toward Cleveland. Participants were asked to respond on a 1 (*strongly disagree*) to 5 (*strongly agree*) Likert scale to seven questions related to the level of pride in Cleveland modified from the School Morale Scale (Wrightsman et al., 1968). Representative questions include, “I am very proud to live in Cleveland” and “There is a lot more ‘city pride’ in Cleveland than in most cities”. See Appendix A.

Cleveland Devotion. For group morale to be high, it is thought that one must want to belong to a group. That is, if people do not want to be a part of a group, it could adversely impact morale. To measure participants’ preference for being a part of Cleveland, they were asked to respond on a 1 (*strongly disagree*) to 5 (*strongly agree*) Likert scale to nine questions related to their preference for being a part of Cleveland modified from the School Morale Scale (Wrightsman et al., 1968). Representative items

include, “I’d rather live in Cleveland than most other cities” and “Many of my friends in Cleveland would rather live in another city.” See Appendix A.

Relations among Clevelanders. While previous frameworks view continuity as component of morale, the present framework considers it a correlate of morale, and therefore it may have a relationship with group morale. To measure how participants view relations among Clevelanders, participants were asked to respond on a 1 (*strongly disagree*) to 5 (*strongly agree*) Likert scale to questions modified from the School Morale Scale (Wrightsman et al., 1968) such as, “The longtime residents of Cleveland are very friendly toward newcomers” and “People in Cleveland understand each other.” See Appendix A.

Exploratory Items. As the concept of group morale is relatively undefined, I included several exploratory questions to identify how people make assessments of group morale. To help better understand what people think of when assessing morale in a group, participants were asked to respond on a 1 (*strongly disagree*) to 5 (*strongly agree*) Likert scale to statements such as, “When I think of Cleveland’s morale, I think of people who represent Cleveland’s core values” and “Cleveland’s morale is best represented by everyone who lives here, regardless of how long they’ve lived in Cleveland.” See Appendix A.

Advertisement Rating Scale. To see how participants felt about the advertisement, participants answered an Advertisement Rating Scale. Participants were asked to respond on a 1 (*strongly disagree*) to 5 (*strongly agree*) Likert scale to 6 items, including, “This advertisement promotes Cleveland in the right way” and “I like what this advertisement

has to say”. These were included to see how people’s feelings toward the advertisement correspond with morale levels. See Appendix A.

Demographic information. Demographic data regarding participant age, socioeconomic status (SES), and identify with Cleveland was collected. To assess SES, I used a one-item measure, “In your overall estimation, how financially well-off is your household?” Responses will range from 1 (*much worse off than most families*) to 5 (*much better off than most families*). Finally, to assess status as a native Clevelander, participants provided their answer to the questions, “Do you consider yourself to be from Cleveland?”, “I identify myself as a Clevelander.”, and “Being from Cleveland is part of my identity.” by indicating “yes”, “no”, or “choose not to answer”. Further, participants were asked their age, as well as how many years (total) they have lived in the greater Cleveland area. See Appendix A.

Procedure

Participants who participated in person were brought into the lab, seated at individual workspace where they could not see or interact with other participants. Participants were told they would be helping to evaluate a new advertisement campaign to promote Cleveland. After filling out consent forms, participants received the initial information about the campaign in a packet where they could read at their own pace. Participants then saw the following advertisement:

Survival Condition: In a city like this, what we believe in makes us who we are. We’ve never been much about, ya know, talk. It’s what we do that makes this city great. Yeah, we’ve been down. The river burned, jobs left, they stole the Browns away. People who’ve never set foot in this town made fun of us and wrote us off.

But that's not Cleveland. That's not who we are. It's the people who make this city great. Hard work, loyalty, toughness, grit, that's what we're all about. And you know what? Our work is paying off. We've cleaned up our city. We've brought the Browns back, and we're proud of what we are. [This formula of who we are has worked for years, and we're gonna keep going. I guess that's why they call us "America's Comeback City". That fits, because resiliency has always been part of who we are. Even though times are changing, the spirit of Cleveland survives. What happens next is up to us.]

Change Condition: Same as survival condition up to the brackets. Then, ...

[We're not about steel and manufacturing anymore. That's not who we are now.

No, we've changed Cleveland into a world class medical center. With these changes, we're importing talent from all over the world to our city. As new people continue to bring their new ideas and values to Cleveland, our city continues to develop and evolve. What happens next is up to us.]

Control Condition: Same as survival and change conditions up to the brackets.

These advertisements were constructed after conducting several interviews with individuals from Cleveland. The interviews were conducted with people who are acquaintances of the researcher, on their own time, and face to face. During the interview, questions such as, "What do you think Cleveland is all about?" and "How would you describe the essence of Cleveland?" were asked. Answers to the questions were

compiled, and the information was integrated into several advertisements loosely based on the “Imported From Detroit” Chrysler commercials in an effort to capture the essence of Cleveland.

The instructions participants received and the beginning of the advertisement were positive in nature and identical, only the ending differed in message content. All three advertisements are consistent in activating the core values of Cleveland, but only one reminded participants of the survival of these core values. Therefore, any differences in morale can be attributed to the presence, or absence, of the survival of Cleveland’s essence.

After reading the advertisements, participants were asked to indicate the extent to which they agreed (or disagreed) with questions relating to morale. First, participants answered questions about Cleveland’s morale. Second, participants answered questions about the survival of Cleveland, followed by questions about Cleveland’s core values. Third, participants answered questions about the resiliency of Cleveland, Cleveland Pride, and Cleveland devotion. Fourth, participants answered questions about relations among Clevelanders and several exploratory items. Fifth, participants were asked to rate the advertisement they read. For more details, see Appendix A. Finally, participants were asked to answer several demographic items. Upon completing the questions, participants were thoroughly debriefed, given experimental credit, and thanked for their participation.

Participants who participated online ($n = 60$) only differed slightly in their procedure from those who participated in person ($n = 14$). Once participants signed up for the study via the psychology department’s online website (all participants signed up for the study online), they were immediately prompted with the informed consent on their

computer screen to begin the study. Participants indicated their consent by clicking a button rather than signing a physical form. After indicating their consent, online participants were given the same materials, in the same order, as the in-person participants. Therefore, aside from indicating their consent online, viewing the materials on a computer screen, and answering by clicking buttons on a computer screen, online participants followed the exact procedure as in-person participants.

CHAPTER III

RESULTS

The first step in this study was to check the validity of the materials. Since the materials, such as the fake advertisements, were referring to the essence of Cleveland, I wanted to test if the advertisements truly captured the essence of Cleveland. To identify participants who understand the essence of Cleveland, the item, “I know what Cleveland is all about”, was used. To select participants who more strongly endorsed this item, we examined only those participants responding four or five on the item selected and performed a one-sample *t*-test on the dependent measure, “This advertisement captures the essence of Cleveland.” compared the mean response ($M = 3.59$, $S. D. = 1.16$) to the neutral point on this item. Results show that the advertisements did capture the essence of Cleveland $t(33) = 2.96$, $p < .01$, because significant agreement with the item was found.

When collecting data, there were 14 participants who provided responses in person, while the remainder ($n = 60$) of participants responded online. For these 14 participants, condition assignment was matched, such that there were a relatively even number of these participants across conditions. Therefore, this variable (responding in person vs. online) is highly unlikely to have any effect on any analyses comparing conditions.

Although these advertisements did capture the essence of Cleveland, this was not the intent of the manipulation. A manipulation check to measure the degree to which this essence was threatened was not included in this study. To check the manipulation, at some point participants would have been asked, “Based on the advertisement you read, how much is the essence of Cleveland changing?”. Ideally this would have been included at the end of the study. However due to the abstract nature of a group’s essence, I am not completely confident participants would have been able to answer this type of item about essence in a valid way.

Factors

Before examining the impact of threatening or sustaining a group’s essence, composite variables needed to be created. Thus, six of the previously listed measures; overall morale, action items, Survival of Cleveland, Cleveland Resiliency, Cleveland Pride, and Cleveland Devotion were each subjected to a factor analysis. A description of the procedure used to obtain the composite variables follows. For further information, see Tables 2 through 7.

A Principle Components Analysis (PCA) was used because, as aspects of this study were exploratory in nature, it was possible that measures contained 1-item factors. An oblique PROMAX rotation was used as variables are likely correlated, thus a PROMAX rotation allowed for some correlation between factors. Regarding assumptions, each scale demonstrated multicollinearity, but none yielded partial correlations above .70. Further, Bartlett’s test of sphericity was significant for each scale, and the Kaiser-Meyer-Olkin measure was above 0.5 for each scale. Therefore, the measure of sampling adequacy was met for each of the scales.

To determine the number of components extracted from each scale, the following steps were taken: First, eigenvalues were examined to determine the number of components to examine. Components with an eigenvalue greater than 1 were considered. Next, I examined the pattern matrix component loadings. Items were included in the component if their loading on the considered component was the highest among all components considered, and if the item had a loading of at least .400 on the component. Finally, a reliability analysis was conducted on the component to determine the Cronbach's alpha reliability for each component. Items that contributed to the reliability of the component were included in the component, and those that reduced the reliability of the scale were then removed from the component.

The overall morale scale (see Appendix A) was subjected to a PCA. From these 4 items, one component emerged. This component consisted of the items; "The morale of the people of Cleveland is high" and "The morale of the people of Cleveland is low" (reverse coded). Further analysis indicated Cronbach's alpha for the 2-item composite was .823. This composite scale will be known as Morale Perceptions for the remainder of this paper. For further information, see Table 3.

Next, the Action Items (see Appendix A) were subjected to a PCA. From these seven items, one component emerged consisting of the items: "If this campaign were to launch it will have a positive impact on group morale. However, it may result in an increase in your taxes. How big of an increase would you support?", "If this campaign were to launch, it is possible that clothing with slogans from the campaign will be available. How much would you pay for a t shirt from this campaign?", "If this campaign were to launch it will have a positive impact on group morale. How much will you be

willing to donate to this campaign?” and, “A campaign like this will likely need volunteers to be successful. How many hours per month would you be willing to volunteer toward working on this campaign?”. Further analysis indicated Cronbach’s alpha for the 4-item composite to be .626. This composite scale was named Willingness to Act. For more information, see Table 4.

The Survival of Cleveland (see Appendix A) was next subjected to a PCA. From these 7 items, one component emerged. This component consisted of the items, “Sometimes I worry about the future of Cleveland.” (reverse coded), “The future of Cleveland is bright”, and “I am comfortable with the direction Cleveland is headed.” For this 3-item composite, Cronbach’s alpha was calculated at .874. This composite was named Vitality. For more information, see Table 5.

Next, the scale Cleveland’s Resiliency (see Appendix A) was subjected to a PCA. From these 10 items, one component emerged. This factor consisted of the items, “Cleveland can deal with whatever comes its way”, “Cleveland tends to bounce back from hardship”, “People from Cleveland give their best effort, no matter what”, “I believe Cleveland can achieve goals set for the city”, “When things look hopeless, Cleveland never gives up”, “Cleveland is not easily discouraged by failure”, “I think of Cleveland as a strong city”, “Cleveland embraces challenges”, and “I am proud of Cleveland’s achievements”. Further analysis indicated Cronbach’s alpha for the 9-item composite to be .890. This composite was named Resilience. For more information, see Table 6.

The Cleveland Pride scale (see Appendix A) was subjected to a PCA and 2 components emerged from this 7 item scale. The first component, named City Pride, consisted of the items, “I am very proud to live in Cleveland”, “Generally, I wake up

feeling glad I live in Cleveland”, “I am ashamed to live in Cleveland” (reverse coded), and “I am proud of Cleveland's achievements”. Cronbach’s alpha for this 4-item scale was .903. The second component that emerged in this PCA was named Cleveland Participation, and consisted of the items, “Most of the people here aren't very interested in how Cleveland's athletic teams do” (reverse coded) and “Few of the citizens of Cleveland attend events in the city (sports, plays, concerts, etc.)”(reverse coded). Further analysis of this 2-item component indicated Cronbach’s alpha was .690. For more information, see Table 7.

Finally, the Cleveland Devotion (see Appendix A) scale was subjected to a PCA. From these nine items, two components emerged. The first component, named Cleveland Fit, consisted of the items, “Compared to most cities I know about, Cleveland is a nice place to live”, “If I were moving somewhere I'd want to move to a city like this one”, “I feel comfortable living in Cleveland”, and “I'd rather live in Cleveland than most other cities”. Cronbach’s alpha for the 4-items scale was calculated to be .894. Cleveland Devotion, the second component to emerge, consisted of the items, “I would not change much about Cleveland, even if I could”, “There is nothing special about living in Cleveland” (reverse coded), “If it were possible, I'd move to another city”(reverse coded), and “Many of my friends in Cleveland would rather live in another city” (reverse coded). For this 4-item composite, Cronbach’s alpha was calculated to be .765. For more details, see Table 8.

In summary, composite variables of Morale Perception, Willingness to Act, Vitality, Resilience, City Pride, Cleveland Participation, Cleveland Fit, and Cleveland Devotion were created. With these composite variables a number of tests were conducted

to test the hypothesis that participants in the survival group would show an increase in morale compared to those in the change and control group.

Experimental Results

This study was conducted using two different approaches to test the general hypothesis. The first approach was an experimental one. As I expect that maintaining the group's essence (vitality) is a part of morale and may drive morale levels, the advertisements were created so that they differed in terms in how much essence was being threatened. To test if this level of threat drives morale, I collected responses on a number of dependant variables to evaluate whether or not condition has any effect.

A one-way ANOVA was conducted to determine the impact of threatening the survival of a group's essence on morale perception. It was found that the that the overall ANOVA was not significant $F(2,71) = 1.97, p = .147$. See Figure 1 for a graph of means. Since the difference between the survival group and the control group trended in the predicted direction, I chose to conduct an exploratory post-hoc analysis. A *t*-test comparing the survival group with the control group demonstrated a significant difference $t(47) = -2.09, p = .042$, where Morale Perception was significantly higher after exposure to the survival advertisement. Additionally, a *t*-test comparing the change group and the control group yielded no significant differences $t(47) = -.596, p = .554$.

As the willingness to act as part of a group is part of the definition of morale (Leighton, 1949), the Willingness to Act composite was subjected to a one-way ANOVA. Overall, no significant difference was found $F(2,71) = 0.14, p = .87$. See Figure 2. Another item that may measure morale, which was found in the overall morale scale, is the item, "There is a lot that I am willing to do to help Cleveland". As this item reflects

the definition of morale proposed by Leighton (1949), this item was also subjected to a one-way ANOVA. Overall, no significant difference was found $F(2,71) = 1.06, p = .35$. For a complete listing of ANOVAs, see Table 9.

Within this experimental approach, the results failed to support the hypothesis. While the ANOVA was not significant overall, the means trended in the predicted direction and thus a *t*-test did find that the survival group differed from the control group. These findings provide some post-hoc support for the hypothesis that the emphasizing the survival of a group's essence impacts group morale, whereas the change condition did not differ from control.

Exploratory Analyses

While the survival condition did not significantly impact Morale Perceptions or Willingness to Act, it is possible that the survival of a group's essence is still an important component of morale. To test this more thoroughly, additional analyses were conducted to see if the experimental conditions had an effect on composite variables thought to be part of morale.

In terms of exploratory analyses, the following tests were done: Using the composite measure that reflects Vitality, a significant effect of group was found, $F(2, 71) = 3.89, p = 0.025$. Tukey's planned comparisons indicated that participants in the survival group ($M = 3.12, SD = 0.74$) and participants in the change group ($M = 2.57, SD = 0.78$) significantly differed, $p = .022$. Comparisons between the control group ($M = 2.96, SD = 0.59$) and both the change and survival groups yielded no significant differences. For graphic representation of these means, see Figure 3. Additional one-way ANOVAs were conducted using the composite variables Resilience, City Pride, City Support, Cleveland

Comfort, and Cleveland Identity Preference. However, none of these ANOVAs yielded significant differences. For full details, see Table 9.

To explore the concept of morale further, the following strategy was applied: First, using responses from the item, “I identify myself as a Clevelander” (yes or no) participants who indicated that they identified as a Clevelander, ($n = 56$) were identified and their data were used for the remaining analyses. Second, a measure reflecting morale was identified (e.g. There is a lot that I am willing to do to help Cleveland). To explore suspected components and correlates of group morale, regardless of condition, correlational analyses were conducted on all items in this study listed as a component or correlate of morale to see what items do or do not relate to this morale item. This single item measure did significantly correlate to the action composite that was explored (see Table 9). However, due to higher face validity of this item, I used the single item instead of the composite.

To explore what relates to morale levels, I looked for potential relationships between morale level and items that seemed to relate to the vitality of Cleveland, and maintaining its essence. It was found that items that seemed to relate to the vitality of Cleveland correlated with morale level. Examples of these items include “It's important that Cleveland survives in the future.”, $r(56) = .342, p < .01$, and “When moving forward, it's important that city leaders keep in mind what Cleveland is all about”, $r(56) = .560, p < .01$. While these items were not included in the vitality scale, they strongly correlate with morale and their meaning reflects the vitality of the city. Thus, their correlation provides an important contribution to the framework of morale.

Based on the present framework of morale, for morale to exist there has to be a perception of the group as an actual entity. In that sense, it should be expected that morale level should correlate with items that reflect this view that the group is, in fact, real and distinct. Significant correlations were found between morale levels and the following items: “Cleveland is the only city of its kind in the country” $r(56) = .443, p < .01$, “I know what Cleveland is all about.”, $r(56) = .454, p < .01$, and “People in Cleveland understand each other”, $r(56) = .330, p = .013$. Items such as these represent the items related to the essence of Cleveland. As this is the first study to provide empirical evidence correlating a group’s essence to morale, these findings provide a significant addition to the framework of morale.

Finally, like previous research (Wrightsman, Nelson, & Taranto, 1968), items representing pride in one’s group also correlated with group morale. In addition to the items in the City Pride composite, items such as “If it were possible, I’d move to another city”, $r(56) = -.415, p < .01$, which also reflect pride in the group, correlated with morale.

To explore this construct, it is logical to explore items that may correlate with morale level. However, it is also pertinent to explore items that may not be correlated with morale level based on the proposed framework. It will be particularly telling to explore if competing frameworks make certain predictions about what will correlate with morale that the present framework does not predict. For example, past research argues that cohesion is a part of morale (Fils, 2006; Guion, 1958; Katzell, 1958; Motowidlo & Borman, 1978). However, the present framework does not view cohesion as a component of group morale. Data from this study support the present framework, in that morale level did not correlate with items such as “I have many good friends in Cleveland”, $r(56) =$

.137, $p = .314$. If interpersonal cohesion were an integral part of morale, then this correlation should have been significant and positive.

Additionally, previous research has equated group morale with the life satisfaction of a group (Peterson et al., 2008). Thus, one would expect items that reflect on the group positively to be correlated with morale. However, the present framework does not view positive outcomes, such as success, as a necessary correlates of morale. Data from the current study are more consistent with the present framework rather than existing frameworks. Examples of such positive items include, "There is a lot more "city pride" in Cleveland than in most cities", $r(56) = .126, p = .335$, "Cleveland is able to adapt to change." $r(56) = .006, p > .05$ and "Cleveland tends to bounce back from hardship", $r(56) = .217, p = .107$. If global positivity were important to group morale, items referring to the resilience of, and the amount of pride in Cleveland should correlate with group morale. However, these items do not necessarily tap into the essence of Cleveland, or the vitality of Cleveland, and this may be the reason that they do not correlate with morale. For a complete listing of correlations, see Tables 10 – 16.

CHAPTER IV

DISCUSSION

The purpose of this study was to examine what generates, increases, decreases and relates to morale. Specifically, it was hypothesized that the survival of a group's essence would alter group morale. Additionally, this study examines numerous items and constructs thought to be a part of, or related to, group morale using several tests. It was predicted that participants who were led to believe their group's essence is healthy and surviving would show an increase in perceived morale, compared to those who were led to believe the essence of their group was threatened, or those who were not reminded about the essence of their group.

In part, the results of this study support the hypothesis. It was found that participants who were told their group's essence was healthy and surviving perceived morale as significantly higher than those who were not reminded of a group's essence. These findings support the notion that reminding participants about the survival of a group's essence leads to greater perceived group morale than nothing at all. If the health and survival of a group's essence is not important to perceived group morale, then one would expect perceived morale to be the same regardless of condition. Therefore, it would seem that although the results do not completely support the hypothesis, the survival of a group's essence does play at least a minor role in the morale of a group.

Although the direct experimental predictions in this study were only somewhat supported, exploratory analyses were also conducted on items and constructs thought to be part of, or related to, morale. One exploratory analysis provided compelling insight into the concept of morale. Items in the Vitality composite represented Cleveland's ability to carry on a purposeful existence, also known as the vitality of Cleveland. It also was found that participants who were reminded about the health and survival of Cleveland's essence had a greater belief in the vitality of Cleveland than those who were not reminded about Cleveland's essence or those who believed that essence was threatened.

The findings related to vitality are compelling because they show that those who were lead to believe Cleveland's essence is healthy and surviving actually felt more secure about the future of the group and liked the direction the city was than those who were not reminded about Cleveland's essence, or those who were led to believe Cleveland's essence is changing. As previously reported results from this study indicate that the health and survival of a group's essence may impact morale, this finding supports the notion that the concern for, and survival of, a group's essence is part of group morale.

Additionally, these findings show that a group just experiencing prosperity or success does not lead to a change in morale. Instead, these findings indirectly highlight the idea that the progression of Cleveland must be while keeping the essence of the city in mind. If only the survival of Cleveland were important to participants, one would expect participants to indicate comfort with the direction and progression of Cleveland regardless of condition, given that both the survival and change conditions were positive in nature. However, participants generally disagreed that they felt comfortable with the

direction of Cleveland in the change condition. In the survival condition, participants generally agreed with the direction of Cleveland. Therefore it appears change alone did not cause participants to feel comfortable about the direction of Cleveland into the future, but rather the progression of Cleveland was deemed acceptable when it included the preservation of Cleveland's essence.

While the experimental aspects of this study were only somewhat supported by data, another purpose of this study was to gather information about the concept of morale itself. By gathering data about morale itself, this study takes the initial steps in empirically building a framework of morale. Through exploratory correlations, this study is able to relate suspected components and correlates of morale with an item that represents the definition of morale proposed by Leighton (1949). This definition was represented by the item, "There is a lot I am willing to do to help Cleveland." As "the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose" (Leighton, 1949, p. 78) includes a willingness to take action for a common purpose (presumably for the group), I chose this item to represent morale. To explore suspected components and correlates of group morale, regardless of condition, correlational analyses were conducted to determine which items were related to this morale item.

Not surprisingly, items related to a willingness to act for the group were strongly positively correlated with morale. As this is part of the definition of morale, and therefore the item chosen to reflect morale, it was not surprising to find these types of items correlating with morale. However, these relationships provide support for including a willingness to act for the group as a component in future frameworks of morale.

A central idea in the proposed theory of morale is that the continued existence of a group alone should not influence morale. Instead, it is important that the essence of a group remains intact throughout the group's continued existence. In support of this importance, items that reflected Cleveland's ability to carry on a purposeful existence were correlated with morale level. Although these items were not included in the Vitality composite, these items represent the same capacity for survival, or capacity for the continuation of a meaningful existence, that the Vitality scale represents. Therefore, items such as "It's important that Cleveland survives in the future" and "When moving forward, it's important that city leaders keep in mind what Cleveland is all about" represent this idea of vitality in Cleveland. These items have a significant relationship with morale, such that high vitality is related to high morale. It is important to note that these items are not merely about the continued existence of Cleveland, or being positive toward the group. Instead, the results show relationships that relate to both the survival and essence of Cleveland. These correlations, as well as the experimental evidence relating to vitality that was previously discussed, provide evidence for the inclusion of a vitality component in future research regarding group morale.

Considering the definition of morale includes a "common purpose" (Leighton, 1949, p.78), items that relate to a common purpose possessed by Cleveland and Clevelanders should relate to morale levels. Correlational evidence also provided support for the inclusion of a group's essence in future explorations of group morale. With only partial support from the experimental analysis regarding essence and group morale, strong relationships would bolster the argument for the inclusion of a group's essence in a framework of morale. Items such as "I know what Cleveland is all about" and "People in

Cleveland understand each other” indicate that there was indeed a strong positive relationship between understanding/ knowing the essence of Cleveland and the morale levels. These findings provide important evidence, as this study is the first study to provide such evidence in an empirical setting. While future research is needed to validate the inclusion of a group’s essence, this study provides an important first step in the construction of a framework of group morale that includes group essence as a component of morale.

Given the present framework of morale, for morale to exist, there has to be a perception that is a unique entity. In that sense, it is not surprising that morale level correlated with items that reflect this view that the group is, in fact, real and distinct. A significant positive relationship was found between morale level and items related to pride, such that as pride went up, so did morale. An example of items that reflected pride in Cleveland were those that comprised the Pride composite, and “If it were possible, I'd move to another city”. While pride in one’s group has been included in previous studies (Wrightsmann, Nelson, & Taranto, 1968), finding these significant relationships agrees with the notion that pride in one’s group should be included as possible component in a framework of morale.

While it is pertinent to examine the correlations in this study that support the present framework of morale, support may also be found in examining relationships between morale level and variables that may not be related to morale. Although several constructs may be related to morale in previous frameworks of morale, these same constructs may not play an integral role in the present framework of morale. Therefore, support for the present framework can also be found in non-significant correlations. For

example, previous research identifies cohesion as a part of morale (Fils, 2006; Guion, 1958; Katzell, 1958; Motowidlo & Borman, 1978). However in this study, cohesion was only viewed as a possible correlate of morale. The results of this study show that items related to cohesion were not related to morale. Items such as, “I have many good friends in Cleveland” seem to reflect cohesion among group members, but were not significantly correlated with morale. Therefore, it would seem a willingness to take action in support of the group is not related to how much group members like each other. One could speculate that group members may like each other, but they may not represent the essence of a group. Without that essence, the group members may not be willing to act toward a common purpose. While further research is needed to determine whether or not cohesion is a correlate of morale, evidence from this study shows that, when defining morale in the same manner as Leighton (1949), cohesion is not related to morale.

Much like previous frameworks of morale included cohesion as a component of morale, one recently proposed framework of morale equated morale to the life satisfaction of a group (Peterson et al., 2008). If this were true, one would believe that positive statements about the group would relate to group morale, regardless of their content. Correlational analysis from this study, however, indicates that items that are merely positive in nature and do not relate to the essence or vitality of the city do not relate to morale. Items such as “There is a lot more "city pride" in Cleveland than in most cities”, “Cleveland is able to adapt to change” and “Cleveland tends to bounce back from hardship” are positive in nature. However, simply having pride or bouncing back from hardship does not relate to the vitality of a group, or the survival of a group’s essence. If morale is like life satisfaction, these items should have a positive effect on the group.

Conversely, if morale is more like health or vitality as is previously proposed, it makes theoretical sense that these items would not be correlated with morale. As they are not, the lack of significant relationships provides some evidence that morale may be more like health, rather than life satisfaction.

Limitations and Future Directions

This study is not without limitations. First, it is important to note that the group used in this study is the city of Cleveland. Participants may have had differing levels of identification with the city, and therefore felt it difficult to judge levels of group morale. While it was initially proposed that this study used participants who only indicated they identified themselves with the values of Cleveland, analyses indicated that participants responded similarly regardless of their Cleveland identification. Thus, in an attempt to obtain more power, all participants were used.

Another potential problem with using a group as large as Cleveland is that the sample in this study contained primarily college-aged participants. Therefore, it is possible that the measures in this study were not sufficiently sensitive capture effects. For example, several items referred to donating money and a raise in one's taxes. As college students are notoriously poor, these items may not have been as relevant to the participants as they would have been to the general population.

Future research could continue to develop a more complete framework of group morale. While much work is still needed to empirically demonstrate what generates, increases, and decreases morale, there are several possible directions for future research. One possible direction is to validate and replicate these results in smaller groups, with a more clearly defined essence, stronger manipulation, and stronger group identification.

Further, the average duration for this study was quite short. Longitudinal studies could be conducted to determine how long lasting these effects are, and how effective they are over a long period of time. Finally, this study found that stressing the survival of a group's essence boosted morale once. Future studies could take a repeated measures approach to see how effective these methods are when used time and time again.

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APPENDICES

APPENDIX A.

Measures

Overall Morale Measure:

This questionnaire lists a series of statements about Cleveland. Read each one and decide the extent to which you agree or disagree with the statement. Please keep in mind that there are no right or wrong answers, so answer as honestly as you can. Please rate the statements using the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

- ___ 1. People in Cleveland are willing to go out of their way to help the city.
- ___ 2. The morale of the people of Cleveland is high.
- ___ 3. The morale of the people of Cleveland is low.
- ___ 4. There is a lot that I am willing to do to help Cleveland.

Action Items:

- 1. Given identical job offers in Cleveland and another city, what is the percent likelihood that you would accept the job in Cleveland (circle one):

0-20 % 21-40% 41-60% 61-80% 81-100%

2. If this campaign were to launch it will have positive effects on the city's morale. However, it may result in an increase in your taxes. How big of an increase would you support?

0 - 1.5% 1.6 - 3% 3.1 - 4.5% 4.6 - 6% 6.1 - 7.5%

3. If this campaign were to launch, it is possible that clothing with slogans from the campaign will be available. How much would you pay for a t-shirt from this campaign?

\$0 - \$5 \$6 - \$10 \$11 - \$15 \$16 - \$20 \$21 - \$25

4. If this campaign were to launch it will have positive effects on the city's morale. How much would you be willing to donate to this campaign?

\$0 - \$10 \$11 - \$20 \$21 - \$30 \$31 - \$40 \$41 - \$50

5. A campaign like this would likely need volunteers to be successful. How many hours per month would you be willing to volunteer toward working on this campaign?

0 - 1 2 - 3 4 - 5 6 - 7 8 - 9

Survival of Cleveland:

This questionnaire lists a series of statements about the future of Cleveland. Read each one and decide the extent to which you agree or disagree with the statement. Please keep in mind that there are no right or wrong answers, so answer as honestly as you can.

Please rate the statements using the following scale:

1	2	3	4	5
Strongly	Disagree	Neither Agree	Agree	Strongly
Disagree		Nor Disagree		Agree

- ___ 1. Sometimes I worry about the future of Cleveland.
- ___ 2. The future of Cleveland is bright.
- ___ 3. I am comfortable with the direction Cleveland is headed.
- ___ 4. Cleveland is capable of thriving in the years to come.
- ___ 5. It's important that Cleveland survives in the future.
- ___ 6. I'd be willing to donate money to help Cleveland survive.
- ___ 7. The taxpayers here are not very concerned about the survival of Cleveland.

Cleveland's Core Values:

This questionnaire lists a series of statements about Cleveland. Read each one and decide the extent to which you agree or disagree with the statement. Please keep in mind that there are no right or wrong answers, so answer as honestly as you can. Please rate the statements using the following scale:

1	2	3	4	5
Strongly	Disagree	Neither Agree	Agree	Strongly
Disagree		Nor Disagree		Agree

- ___ 1. I identify with the values of Cleveland.
- ___ 2. People in Cleveland share the same core values.
- ___ 3. The spirit of Cleveland is unlikely to change.
- ___ 4. I know what Cleveland is all about.
- ___ 5. When moving forward, it's important that city leaders keep in mind what Cleveland is all about.
- ___ 6. It's important to know Cleveland's history.
- ___ 7. Sometimes I worry that the values of Cleveland will change.

Resiliency (Connor & Davidson, 2003):

Please rate the following statements based on how you think of Cleveland as a whole. As there are no right or wrong answers, please answer the questions as you think of Cleveland in a very *general* sense. Please rate the statements using the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

- ___ 1. Cleveland is able to adapt to change.
- ___ 2. Cleveland can deal with whatever comes its way.
- ___ 3. Cleveland tends to bounce back from hardship.
- ___ 4. People from Cleveland give their best effort, no matter what.
- ___ 5. I believe Cleveland can achieve goals set for the city.

- ___ 6. When things look hopeless, Cleveland never gives up.
- ___ 7. Cleveland is not easily discouraged by failure.
- ___ 8. I think of Cleveland as a strong city.
- ___ 9. Cleveland embraces challenges.
- ___ 10. I am proud of Cleveland's achievements.

Cleveland Pride (Wrightsman, Nelson, & Taranto, 1968):

This questionnaire lists a series of statements about Cleveland. Read each one and decide the extent to which you agree or disagree with the statement. Please rate the statements using the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

This is part of a research project being done at many different cities all over the country. No one in your city will see your answers, meaning that your name and responses will remain completely anonymous. So, answer as frankly as you can. You will probably find that you agree with some of them and disagree with others.

- ___ 1. I am very proud to live in Cleveland.
- ___ 2. Generally, I wake up feeling glad I live in Cleveland.
- ___ 3. I am ashamed to live in Cleveland.

- ____ 4. There is a lot more “city pride” in Cleveland than in most cities.
- ____ 5. Most of the people here aren’t very interested in how Cleveland’s athletic teams do.
- ____ 6. Few of the citizens of Cleveland attend events in the city (sports, plays, concerts, etc.)
- ____ 7. I am proud of Cleveland’s achievements.

Cleveland Devotion (Wrightsmen, Nelson, & Taranto, 1968):

This questionnaire lists a series of statements about Cleveland. Read each one and decide the extent to which you agree or disagree with the statement. Please rate the statements using the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

This is part of a research project being done at many different cities all over the country. No one in your city will see your answers, meaning that your name and responses will remain completely anonymous. So, answer as frankly as you can. You will probably find that you agree with some of them and disagree with others.

- ____ 1. Compared to most cities I know about, Cleveland is a nice place to live.
- ____ 2. If I were moving somewhere I’d want to move to a city like this one.
- ____ 3. I feel comfortable living in Cleveland.

- ___ 4. Cleveland is the only city of its kind in the country.
- ___ 5. I would not change much about Cleveland, even if I could.
- ___ 6. I'd rather live in Cleveland than most other cities.
- ___ 7. There is nothing special about living in Cleveland.
- ___ 8. If it were possible, I'd move to another city.
- ___ 9. Many of my friends in Cleveland would rather live in another city.

Relations among Clevelanders (Wrightsman, Nelson, & Taranto, 1968):

This questionnaire lists a series of statements about Cleveland. Read each one and decide the extent to which you agree or disagree with the statement. Please keep in mind that there are no right or wrong answers, so answer as honestly as you can. Please rate the statements using the following scale:

1	2	3	4	5
Strongly	Disagree	Neither Agree	Agree	Strongly
Disagree		Nor Disagree		Agree

- ___ 1. The leaders of Cleveland are fair.
- ___ 2. The longtime residents of Cleveland are very friendly toward newcomers.
- ___ 3. It is hard to get your voice heard by the people who matter in Cleveland.
- ___ 4. I have many good friends in Cleveland.
- ___ 5. I don't like most of the other people in Cleveland.
- ___ 6. People in Cleveland understand each other.

Exploratory:

Next, you will read a series of statements and be asked to indicate how much you agree or disagree with each statement. Please keep in mind that we are interested in your personal opinion, and that there are no right or wrong answers. Please indicate the extent to which you agree or disagree with each statement using the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

____ 1. When I think of Cleveland's morale, I think of people who represent Cleveland's core values.

____ 2. Cleveland's morale is best represented by everyone who lives here, regardless of how long they've lived in Cleveland.

____ 3. I think Cleveland's morale is best represented by the people who are from here.

____ 4. When I think about Cleveland's morale, I think about people who really care about the city, regardless of if they're from here or not.

Advertisement rating scale:

Next, you will read a series of statements about the advertisement you just read, and you will be asked to indicate how much you agree or disagree with each statement. Please keep in mind that we are interested in your opinion of the advertisement and that there are

no right or wrong answers. Please indicate the extent to which you agree or disagree with each statement using the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

- ___ 1. I think this advertisement captures what Cleveland is all about
- ___ 2. This advertisement promotes Cleveland in the right way.
- ___ 3. This advertisement makes me think about Cleveland positively.
- ___ 4. I like what this advertisement has to say.
- ___ 5. I believe this ad captures the “essence” of Cleveland.
- ___ 6. This advertisement will boost morale in Cleveland.

Demographics:

Please provide the information requested below. Remember, DO NOT write your name on this or any other sheet in this experiment. You may skip any item(s) you do not wish to answer.

1. Sex (circle one): **Female** **Male** **Choose not to Answer**

2. In your overall estimation, how financially well-off was your household when you were growing up (i.e. up to your 18th birthday)?

Much better-off than most families

Somewhat better-off than most families

As well-off as most families

Somewhat less well-off than most families

Much less well-off than most families

Choose not to answer

3. Do you consider yourself to be from Cleveland? **(circle one)**

Yes

No

Choose not to answer

4. I identify myself as a Clevelander.

Yes

No

Choose not to answer

5. Being from Cleveland is part of my identity.

Yes

No

Choose not to answer

6. What is your age? _____

7. How many years (total) have you lived in the greater Cleveland area? _____

TABLE 1

Descriptive statistics for age and number of years in the greater Cleveland area

Condition	Mean Age	Standard Deviation	Minimum	Maximum	Mean number of years lived in the greater Cleveland area
Control	21.46	5.36	18	39	14.04 ^a
Change	24.76	9.93	18	48	18.48 ^a
Survival	22.44	8.85	18	49	16.80 ^a

Note. All means represent years. Significant differences at the $p = .05$ level were not detected between groups with the same subscript.

TABLE 2

Exploratory Components and Correlates of Morale

Components	Correlates
Action Items	Advertisement Rating
Survival of Cleveland	Exploratory Items
Resiliency	Cleveland's Core Values
Cleveland Pride	Relations among Clevelanders
Devotion	

TABLE 3

Morale Perception Factor Analysis, Assumptions, and Reliability

Item	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity Significance	Morale Perception Factor Loadings	Cronbach's Alpha
People in Cleveland are willing to go out of their way to help the city.	-	-	.411	-
The morale of the people of Cleveland is high.	-	-	.814*	-
The morale of the people of Cleveland is low.	-	-	-.892*	-
There is a lot that I am willing to do to help Cleveland	-	-	-.207	-
Overall Scale	.578	< .001	-	.823

Note: * indicates item is included in the scale.

TABLE 4

Action Items Factor Analysis, Assumptions, and Reliability

Item	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity Significance	Willingness to Act Factor Loadings	Cronbach's Alpha
Given identical job offers in Cleveland and another city, what is the percent likelihood that you would accept the job in Cleveland?	-	-	.407	-
If this campaign were to launch it will have a positive impact on group morale. However, it may result in an increase in your taxes. How big of an increase would you support?	-	-	.751*	-
If this campaign were to launch, it is possible that clothing with slogans from the campaign will be available. How much would you pay for a t shirt from this campaign?	-	-	.730*	-
If this campaign were to launch it will have a positive impact on group morale. How much will you be willing to donate to this campaign?	-	-	.746*	-
A campaign like this will likely need volunteers to be successful. How many hours per month would you be willing to volunteer toward working on this campaign?	-	-	.760*	-
Overall Scale	.601	< .001	-	.626

Note: * indicates item is included in the scale.

TABLE 5

Survival of Cleveland Factor Analysis, Assumptions, and Reliability

Item	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity Significance	Vitality Factor Loadings	Cronbach's Alpha
Sometimes I worry about the future of Cleveland	-	-	.804*	-
The future of Cleveland is bright	-	-	.764*	-
I am comfortable with the direction Cleveland is headed	-	-	.809*	-
Cleveland is capable of thriving in the years to come	-	-	.095	-
It's important that Cleveland survives in the future	-	-	-.027	-
I'd be willing to donate money to help Cleveland survive	-	-	-.042	-
The taxpayers here are not very concerned about the survival of Cleveland	-	-	.335	-
Overall Scale	.643	< .001	-	.874

Note: * indicates item is included in the scale.

TABLE 6

Cleveland Resiliency Factor Analysis, Assumptions, and Reliability

Item	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity Significance	Resilience Factor Loadings	Cronbach's Alpha
Cleveland is able to adapt to change	-	-	.388	-
Cleveland can deal with whatever comes its way	-	-	.695*	-
Cleveland tends to bounce back from hardship	-	-	.678*	-
People from Cleveland give their best effort, no matter what	-	-	.709*	-
I believe Cleveland can achieve goals set for the city	-	-	.682*	-
When things look hopeless, Cleveland never gives up	-	-	.764*	-
Cleveland is not easily discouraged by failure	-	-	.694*	-
I think of Cleveland as a strong city	-	-	.727*	-
Cleveland embraces challenges	-	-	.766*	-
I am proud of Cleveland's achievements	-	-	.640*	-
Overall Scale	.802	< .001	-	.890

Note: * indicates item is included in the scale.

TABLE 7

Cleveland Pride Factor Analysis, Assumptions, and Reliability

Item	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity Significance	City Pride Factor Loadings	Cleveland Participation Loadings	Cronbach's Alpha
I am very proud to live in Cleveland	-	-	.905*	.028	-
Generally, I wake up feeling glad I live in Cleveland	-	-	.912*	-.116	-
I am ashamed to live in Cleveland	-	-	.889*	-.102	-
There is a lot more "city pride" in Cleveland than in most cities	-	-	.418	.103	-
Most of the people here aren't very interested in how Cleveland's athletic teams do	-	-	.063	.856*	-
Few of the citizens of Cleveland attend events in the city (sports, plays, concerts, etc.)	-	-	.068	.875*	-
I am proud of Cleveland's achievements	-	-	.440*	.113	-
City Pride	.771	<.001	-	-	.903
Cleveland Support	.771	<.001	-	-	.690

Note: * indicates item is included in the scale.

TABLE 8

Cleveland Devotion Factor Analysis, Assumptions, and Reliability

Item	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity Significance	Cleveland Factor Loadings	Cleveland Devotion Factor Loadings	Cronbach's Alpha
Compared to most cities I know about, Cleveland is a nice place to live	-	-	.802*	.001	-
If I were moving somewhere I'd want to move to a city like this one	-	-	.852*	.068	-
I feel comfortable living in Cleveland	-	-	.904*	-.172	-
Cleveland is the only city of its kind in the country	-	-	.770	-.139	-
I would not change much about Cleveland, even if I could	-	-	.083	.651*	-
I'd rather live in Cleveland than most other cities	-	-	.801*	.131	-
There is nothing special about living in Cleveland	-	-	.394	.457*	-
If it were possible, I'd move to another city	-	-	.443	.545*	-
Many of my friends in Cleveland would rather live in another city	-	-	-.322	1.019*	-
Cleveland Comfort	.808	< .001	-	-	.894
Cleveland Identity Preference	.808	< .001	-	-	.765

Note: * indicates item is included in the scale.

TABLE 9

Scores for Morale Component Variables for Experimental Groups

Dependent Variable	Experimental Group			<i>F</i>	η^2
	Control	Change	Survival		
Morale Perception	2.89 _a (0.89)	3.06 _a (1.02)	3.40 _a (0.79)	1.97	0.05
Willingness to Act	2.11 _a (0.74)	2.18 _a (0.85)	2.07 _a (0.65)	0.14	< 0.01
There is a lot that I am willing to do to help Cleveland	3.42 _a (1.06)	3.72 _a (0.79)	3.76 _a (0.83)	1.06	0.03
Vitality	2.96 _{ab} (0.59)	2.57 _a (0.78)	3.12 _b (0.74)	3.89*	0.10
Resilience	3.48 _a (0.62)	3.47 _a (0.82)	3.48 _a (0.68)	0.01	< 0.01
City Pride	3.56 _a (1.02)	3.53 _a (0.91)	3.58 _a (0.93)	0.02	< 0.01
Cleveland Participation	3.87 _a (0.85)	4.10 _a (0.86)	3.78 _a (1.08)	0.76	0.02
Cleveland Fit	3.14 _a (1.02)	2.87 _a (1.05)	3.23 _a (0.94)	0.93	0.03
Cleveland Devotion	2.61 _a (0.72)	2.69 _a (0.90)	2.88 _a (0.84)	0.68	0.02

Note. *= $p < .05$, Standard deviations appear in parentheses below means. Means with differing subscripts within rows are significantly different at the $p < .05$ based on Tukey's planned comparisons.

FIGURE 1

Mean Morale Perception Score by Condition

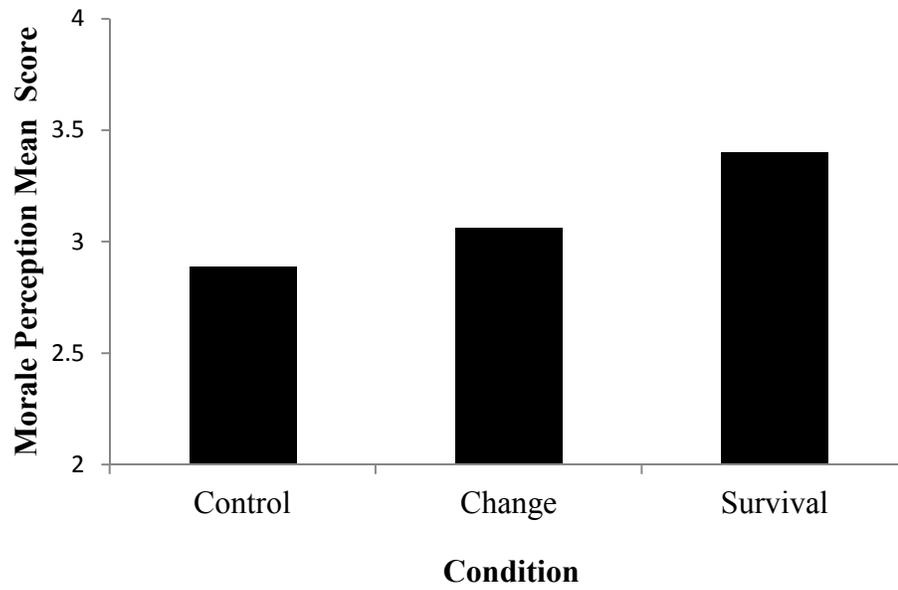


FIGURE 2

Mean Willingness to Act Scores by Condition

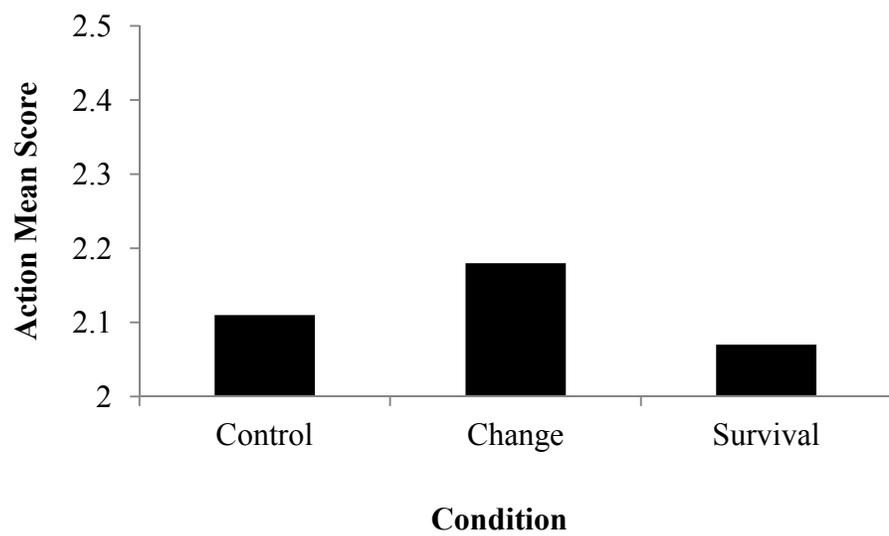


FIGURE 3

Mean Vitality Composite Mean Scores by Condition

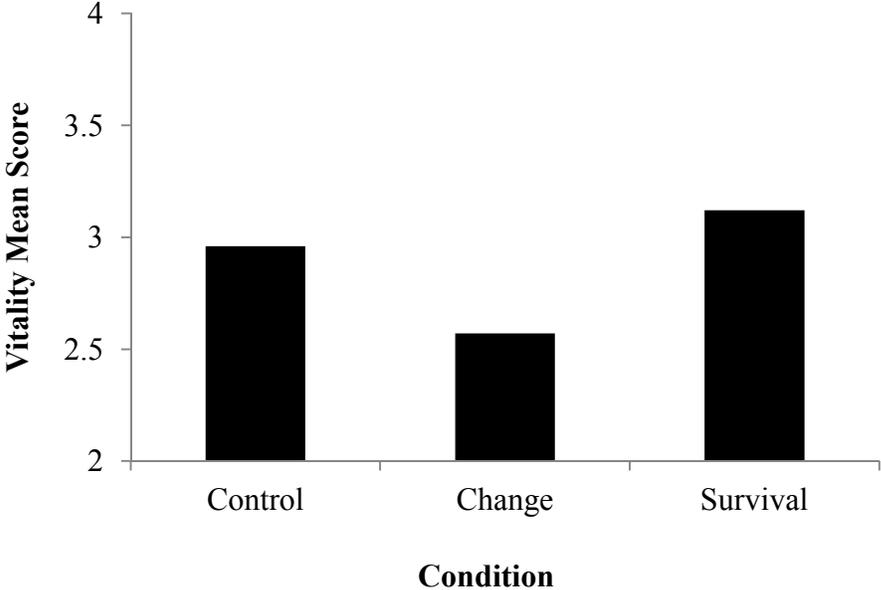


TABLE 10

Correlations Between Morale and the Action Items Scale

Variable	1	2	3	4	5	6
1. There is a lot that I am willing to do to help Cleveland	1					
2. Given identical job offers in Cleveland and another city, what is the percent likelihood that you would accept the job in Cleveland?	.218	1				
3. If this campaign were to launch it will have a positive impact on group morale. However, it may result in an increase in your taxes. How big of an increase would you support?	.315*	.006	1			
4. If this campaign were to launch, it is possible that clothing with slogans from the campaign will be available. How much would you pay for a t-shirt from this campaign?	.526**	.395**	.197	1		
5. If this campaign were to launch it will have a positive impact on group morale. How much will you be willing to donate to this campaign?	.386**	.118	.231	.479**	1	
6. If this campaign were to launch it will have a positive impact on group morale. How much will you be willing to donate to this campaign?	.532**	.309*	.360**	.322*	.420**	1

Note. * indicates $p \leq .05$, ** indicates $p \leq .01$

TABLE 11

Correlation Between Morale and Survival items

Variable	1	2	3	4	5	6	7	8
1. There is a lot that I am willing to do to help Cleveland.	1							
2. Sometimes I worry about the future of Cleveland	.059	1						
3. The future of Cleveland is bright.	.399**	-.399**	1					
4. I am comfortable with the direction Cleveland is headed.	.271*	-.435**	.656**	1				
5. Cleveland is capable of thriving in the years to come.	.319*	-.071	.279*	.266*	1			
6. It's important that Cleveland survives in the future.	.342**	.068	.092	.106	.399**	1		
7. I'd be willing to donate money to help Cleveland survive	.724**	.157	.264*	.121	.362**	.331*	1	
8. The taxpayers here are not very concerned about the survival of Cleveland.	-.170	.287	-.292*	-.070	-.208	-.225	-.122	1

Note. * indicates $p \leq .05$, ** indicates $p \leq .01$

TABLE 12

Correlation Between Morale and Core Values items

Variable	1	2	3	4	5	6	7	8
1. There is a lot that I am willing to do to help Cleveland.	1							
2. I identify with the values of Cleveland	.484**	1						
3. People in Cleveland share the same core values	.243	.381**	1					
4. The spirit of Cleveland is unlikely to change	.091	.271*	.244	1				
5. I know what Cleveland is all about.	.454**	.310*	.056	-.033	1			
6. When moving forward, it's important that city leaders keep in mind what Cleveland is all about	.560**	.296*	.057	-.106	.302*	1		
7. It's important to know Cleveland's history.	.419**	.270*	.002	-.179	.320*	.344**	1	
8. Sometimes I worry that the values of Cleveland will change	-.205	-.105	-.006	-.234	-.225	.136	-.089	1

Note. * indicates $p \leq .05$, ** indicates $p \leq .01$

TABLE 13

Correlations Between Morale and Resiliency Items

Variable	1	2	3	4	5	6	7	8	9	10	11
1. There is a lot that I am willing to do to help Cleveland.	1										
2. Cleveland is able to adapt to change	.006	1									
3. Cleveland can deal with whatever comes its way	.228	.415**	1								
4. Cleveland tends to bounce back from hardship	.217	.161	.499**	1							
5. People from Cleveland give their best effort, no matter what	.339*	.010	.420**	.507**	1						
6. I believe Cleveland can achieve goals set for the city	.290*	.178	.389**	.349**	.547**	1					
7. When things look hopeless, Cleveland never gives up	.356**	.194	.478**	.559**	.653**	.605**	1				
8. Cleveland is not easily discouraged by failure	.232	.332*	.343**	.507**	.486**	.469**	.738**	1			
9. I think of Cleveland as a strong city	.349**	.318*	.522**	.391**	.490**	.360**	.454**	.420**	1		
10. Cleveland embraces challenges	.543**	.163	.584**	.520**	.543**	.467**	.599**	.519**	.608**	1	
11. I am proud of Cleveland's achievements	.403**	-.005	.437**	.320*	.383**	.266*	.272*	.249	.570**	.588**	1

Note. * indicates $p \leq .05$, ** indicates $p \leq .01$

TABLE 14

Correlations Between Morale and Cleveland Pride Items

Variable	1	2	3	4	5	6	7	8
1. There is a lot that I am willing to do to help Cleveland.	1							
2. I am very proud to live in Cleveland	.412**	1						
3. Generally, I wake up feeling glad I live in Cleveland	.489**	.713**	1					
4. I am ashamed to live in Cleveland	-.448**	-.691**	-.530**	1				
5. There is a lot more "city pride" in Cleveland than in most cities	.126	.380**	.379**	-.311*	1			
6. Most of the people here aren't very interested in how Cleveland's athletic teams do	.064	-.279*	-.029	.235	-.131	1		
7. Few of the citizens of Cleveland attend events in the city (sports, plays, concerts, etc.)	.053	-.206	-.138	.280*	-.278*	.608**	1	
8. I am proud of Cleveland's achievements	.374**	.713**	.734**	-.515**	.303*	-.150	-.198	1

Note. * indicates $p \leq .05$, ** indicates $p \leq .01$

TABLE 15

Correlations between Morale and Cleveland Devotion Items

Variable	1	2	3	4	5	6	7	8	9	10
1. There is a lot that I am willing to do to help Cleveland.	1									
2. Compared to most cities I know about, Cleveland is a nice place to live	.330*	1								
3. If I were moving somewhere I'd want to move to a city like this one	.360**	.808**	1							
4. I feel comfortable living in Cleveland	.365**	.597**	.638**	1						
5. Cleveland is the only city of its kind in the country	.443**	.534**	.571**	.578**	1					
6. I would not change much about Cleveland, even if I could	.274*	.223	.329*	.205	.330*	1				
7. I'd rather live in Cleveland than most other cities	.391**	.591**	.776**	.625**	.652**	.372**	1			
8. There is nothing special about living in Cleveland	-.522**	-.397**	-.494**	-.446**	-.388**	-.372**	-.508**	1		
9. If it were possible, I'd move to another city	-.415**	-.415**	-.627**	-.520**	-.458**	-.406**	-.797**	.639**	1	
10. Many of my friends in Cleveland would rather live in another city	-.238	-.279*	-.295*	-.197	-.118	-.458**	-.254	.416**	.546**	1

Note. * indicates $p \leq .05$, ** indicates $p \leq .01$

TABLE 16

Correlations Between Morale and Relations Among Clevelanders Items.

Variable	1	2	3	4	5	6	7
1. There is a lot that I am willing to do to help Cleveland.	1						
2. The leaders of Cleveland are fair	.260	1					
3. The longtime residents of Cleveland are very friendly toward newcomers	.338*	.523**	1				
4. It is hard to get your voice heard by the people who matter in Cleveland	.208	-.135	-.137	1			
5. I have many good friends in Cleveland	.137	.403**	.464**	-.156	1		
6. I don't like most of the other people in Cleveland	-.347**	-.355**	-.612**	.082	-.414**	1	
7. People in Cleveland understand each other.	.330*	.449**	.616**	.330*	.425**	-.584**	1

Note. * indicates $p \leq .05$, ** indicates $p \leq .01$

