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Exploring The Effects Of Policies On Military Readiness

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EXPLORING THE EFFECTS OF POLICIES ON MILITARY READINESS

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ABSTRACT

The purpose of this study was to identify factors of military policies that are counterproductive to III Marine Expeditionary Force's (MEF) organizational readiness. The III MEF/Marine Corps Installation Pacific (MCIPAC) Liberty Regulations of Japan and Battalion Order (BnO) 11000.1C Bachelor Enlisted Quarters (BEQ) Regulation are two governing policies to which Marines and Sailors attached to III MEF and MCIPAC commands are subjected. The following research questions were formulated utilizing the Zero-Defect Theory and the Theory of Humanism as a conceptual foundation: How does perception toward the III MEF/MCIPAC liberty and BEQ regulation influence personal acceptance and adherence to these policies; to what degree does the development of coping strategies affect personnel adherence toward the III MEF/MCIPAC liberty and BEQ regulation; what factor(s) contribute to personnel obeying guidelines set forth within the III MEF/MCIPAC liberty and BEQ regulation; what factor(s) contribute to personnel disobeying guidelines set forth within the III MEF/MCIPAC liberty and BEQ regulation; and what factor(s) contribute to improving the perception of the overall quality of life for service members? Twelve participants volunteered to partake in a structured interview concerning different aspects of life and living on Okinawa. The context of these questions encompassed aspects of their working environment, command culture and climate, subjective feelings toward the freedoms and living accommodations on Okinawa, and the effect(s) all combined condition have on their performance. The findings suggest the III MEF Liberty and BEQ regulation is linked to III MEF's operational readiness; however, the application of these

policies is part of a larger schematic that works with the environment, military culture, and psychosomatics to motivate human behavior. Overall, this study provides a blueprint to apply policies that are considered a cultural apparatus that is steeped in a values base system that is objective, promotes autonomy, and encourages self-actualization. Recommendations for further research include developing research questions that are specific to the research inquiry, adding a quantitative aspect to data collected, and garner a larger sample size reflective of the population.

Keywords: organizational readiness, military culture, autonomy, self-actualization

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CHAPTER 1

INTRODUCTION

Human beings have become socially cognizant of regulating their behavior within cultural parameters (Köster, Cavalcante, Vera Cruz de Carvalho, Dôgo Resende, & Kärtner, 2016). The environment can often influence peoples' behaviors from isolated locations, seasonal weather changes, and available food and water sources (Altman, 1975). In some cases, societies may try to dictate control over deviant behaviors that become pervasive, affecting life within a community. Examples of control in the United States (U.S.) include abortion rights, gun control measures, and gay and lesbian equal rights. Policies are implemented because of a real-world demand for change that only the production of fair and reasonable ideas can produce (Garcilazo, Martins, & Tompson, 2010). In short, policies become the embodiment of a community or organization's culture and climate once accepted and normalized (Bolman & Deal, 2013). Policies convey cultural and organizational expectations and procedures that promote a healthy environment by clearly defining goals, the mission, acceptable behaviors, and repercussions (Bardach, 2016). However, policies are only effective when measures are designed to address culpability, accountability, and the willingness to directly change the cultural aspects responsible for deviancy (Garcilazo et al., 2010).

Military commanders implement policies to provide cost-effective solutions to curb infractions and convey disciplinary guidance to service members. However, U.S. service members stationed overseas are subjected to policies based on the host nation's sociocultural perception of how visitors should behave. Often, the U.S. cultural perception of social behaviors can clash with embracing the host nation's cultural norms (Owen, 2010). Military policies directed at service members overseas attempt to prevent serious offenses rather than minimize

instances of sexual and physical assault, alcohol related incidents (ARIs) on- and off-duty, and limit access to restricted areas that provide prostitution and/or child pornography. The III Marine Expeditionary Force (MEF)/Marine Corps Installation Pacific (MCIPAC) Liberty Regulations of Japan and Battalion Order (BnO) 11000.1C Bachelor Enlisted Quarters (BEQ) Regulation are two governing policies to which Marines and Sailors attached to III MEF and MCIPAC commands are subjected. Both have the potential to impact military readiness since Commanders typically punish violators to the fullest extent of their power under the Uniform Code of Military Justice (UCMJ).

The III MEF/MCIPAC liberty regulation defines acceptable on- and off-duty behaviors while conducting liberty, leave, and travel around the Asia-Pacific area. The BEQ regulation sets the standard for living for all enlisted members occupying government quarters in a bachelor status. The reason for the III MEF/MCIPAC liberty and BEQ regulation is to curb behaviors that negatively impact an organization's readiness to deploy, should the time arise. The III MEF/MCIPAC liberty policy was enacted in 1997, after the rape of a 12-year-old Japanese girl by three American service members which occurred in Naha, Japan. Since then, the III MEF/MCIPAC liberty regulation has seen numerous amendments resulting in the addition of curfews, levels of liberty restrictions, and overnight limitations of liberty off-base. The BEQ regulation has existed since 1987 when the first Marine Corps wide BEQ order was implemented. Prior to that, each Commander set specific guidelines that governed bachelor living. Currently, the BEQ regulation stipulates how occupants will maintain their quarters, behave while a tenant in government quarters, and occupants' rights and privileges in government quarters. Both regulations have the potential to impact military readiness since typical behaviors and actions that are otherwise normal for state-side commands are criminalized

to protect the host nation's interest. This includes provisions such as curfews, mandated on-base living for single Marines, liberty buddy campaign, and signing out if leaving base for E5s and below.

Overall, the effects of curtailing offenses by controlling behaviors can create tertiary coping strategies considered deviant within the sociocultural context of the U.S. military (Köster et al., 2016). These coping strategies include isolation, substance use, and promiscuity (Köster et al., 2016). According to Jang and Johnson (2003), deviant behaviors manifest from negative environmentally centered emotions that provide motivation for unconventional coping strategies. These emotional forces create pressure for people seeking mental equilibrium as a counterbalance for stress (Jang & Johnson, 2003). According to Jang and Johnson (2003):

> Individuals who blame their adversity on others are more likely to experience anger than depression in reaction to strain and thus engage in other-directed aggression rather than self-directed drug use, though they may still take drugs to alleviate their anger. Similarly, depressed individuals are more likely to turn to self-directed deviance like drug use because they are more likely to blame themselves than others, though they may still fight and argue with other people as a result of depressive feelings. (p. 82)

Furthermore, environmental factors such as but not limited to separation, occupational stress, and limited coping resources can hinder learning effective coping strategies. While the focus of prevention strategies through the use of policies is minimally correlated with positive effects (Hawkins, Catalano, & Miller, 1992), beneficial strategies that focus on education and minimizing adverse behaviors rather than attempting to eliminate them have shown promising results for developing healthy coping strategies under stress (Graham & Bennett, 1995). Several studies suggested that policies targeting malignant behaviors must address cultural mechanisms,

limit focusing on zero-tolerance strategies, and enrich the organization's social economy to produce policies with a greater chance of acceptance and adherence (Carver, Scheier, & Weintraub, 1989; De Young, 2000; Huang, & Wu, 1994; Jackson, Bradford, Hough, Myhill, Quinton, & Tyler, 2012; Skiba, 2000; and Steele, 2004).

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Statement of the Problem

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Okinawa, a remote island located in the Pacific, is home to over 50,000 service members and their families (Military One Source, n.d.). About 68% of the service member population are between the ages of 18 and 25 (Military One Source, n.d.). Service members between the ages of 18 and 25 are considered to be in a developmental period called late adolescence or emerging adulthood because youth are often not independently engaged in adult responsibilities (Dariotis, & Johnson, 2014). Furthermore, this age group is at considerable risk for developing a host of organic and psychological dysfunctions, to include sexually transmitted diseases, substance use disorder, depression and suicide (Dariotis, & Johnson, 2014). Therefore, if service members, mainly between the ages of 18 – 25, are not afforded the opportunity to engage in activities that promote growth and their own autonomy, the possibility of developing effective coping strategies under stress will be limited. The III MEF/MCIPAC liberty and BEQ regulation may complicate emerging adulthood growth by imposing restrictions that disenfranchise younger service members by categorizing exploratory behaviors as destructive to organizational readiness.

The restrictions set forth in the III MEF/MCIPAC liberty and BEQ regulation unreasonably target younger service members by labeling social behaviors important for building resiliency and a strong social support network as destructive to organizational readiness. Additionally, younger service members are prone to the effects of peer pressure and geographical

separation due to military life (LeardMann, Powell, Smith, Bell, Smith, Boyko, & Hoge, 2013).
This sudden change in cultural dynamics may directly affect styles of coping and negatively
perpetuate occupational stress. Additionally, the legal drinking age in Okinawa is 20, providing
some an alternative to cope with loneliness and the stress of military life. Utilizing the Freedom
of Information Act, a request sent to the Okinawa based Substance Abuse Counseling Center on
4 December 2018 revealed, 338 personnel were screened for substance-related issues in 2016
throughout the 7 Marine Corps Installations serving 7,293 personnel. From this total, 267 were
E-5 and below (Private - Sergeant) between the ages of 18 and 27. Over half (273) of these cases
were referred for further psychological evaluation with the Marines' Primary Care Manager
(PCM). Additionally, within the same year, Okinawa accounted for 27 service member-related
DUIs across all branches of service (Japan Department of General Affairs, n.d.). However, this
substantially differed from the Okinawan civilian population, where 1,736 people were arrested
for driving under the influence in 2016 (Japan Department of General Affairs, n.d.).

Although there is a large disparity among alcohol-related incidences between U.S.
military personnel and Okinawa civilians, military misconduct is still a target for Okinawan
resentment toward the U.S occupation. In 2016, non-alcohol related misconduct and liberty
regulation violations topped the numbers among all other violations ranging from disorderly
conduct, sexual assault, spousal battery, breaking curfew, theft, and visiting off-limit areas. In
2016, 419 incidents were reported as non-alcohol related misconduct. In total, 80% of all
infractions can be categorized as violations of the liberty regulation. These statistics highlight
the need for more intervention and less attention on policies that complicate the current social
and environmental dynamics of prevalent substance use, isolation, and a higher onset for mental
health disorders.

In order to curtail destructive behaviors, the III MEF/MCIPAC liberty and BEQ regulation must incorporate provisions that are balanced to maintain good order and discipline while simultaneously allowing all individuals the highest quality of life possible. Efforts toward enforcement must follow the same principles of balance to ensure fairness in adjudicating violations while upholding the highest organizational integrity. Overall, personnel that commit policy violations must be educated on the consequences of their actions to minimize future infractions.

Purpose of the Study

The purpose of this study is to identify factors of military policy that are counterproductive to III MEF's organizational readiness. Organizational readiness is the single most important concept for military Commanders; thus, this study sought to aid commanders in developing policies that are productive to organizational readiness and troop welfare. Over the course of this study, correlations were examined from policies that have dissimilar measures of enforcement and repercussions to draw parallels with the III MEF/MCIPAC liberty and BEQ regulation to understand similar elements of adherence and individual acceptance.

Research Questions

The following research questions were proposed prior to conducting this study to garner understanding of the emotions military personnel exhibit toward policies and its direct correlation toward military readiness:

1. How does perception toward the III MEF/MCIPAC liberty and BEQ regulation influence personal acceptance and adherence to these policies?

2. To what degree does the development of coping strategies affect personnel adherence toward the III MEF/MCIPAC liberty and BEQ regulation?

3.   What factor(s) contribute to personnel obeying guidelines set forth within the III MEF/MCIPAC liberty and BEQ regulation?

4.   What factor(s) contribute to personnel disobeying guidelines set forth within the III MEF/MCIPAC liberty and BEQ regulation?

5.   What factor(s) contribute to improving the perception of the overall quality of life for service members?

Conceptual Framework

The conceptual framework is modeled on an environmental perspective that underpins the concepts of Carl Jung's Theory of Humanism. Additionally, this theory is forged within a system of ecological frameworks to denote specific environmental factors that will be explored once data collection has commenced. The Theory of Humanism was chosen because of its foundation of personal growth and self-awareness that is believed to exist in young service members as they traverse life on multiple levels, from their role as Marine, adult, and working American. Furthermore, the ecological framework was essential since the claim here is that, "a central physical environment, recognizes that environments themselves and people's behavior within them are shaped by social and organizational influences" (Humpel, Owen, & Leslie, 2002, p. 245).

Definition of Terms

The U. S. military has many terms that civilians may be unfamiliar with. To alleviate confusion regarding the use of these words within certain contextual application, the below definitions are provided.

Alcohol related incidents (ARIs). Any incident where alcohol is the leading contributor for the behavior.

Zero-tolerance strategies. A behavior or group of actions that are not permitted under any circumstances and usually lead to an unusual or harsh punishment associated with breaking rules with a given law or policy.

Liberty. Non-working hours.

III Marine Expeditionary Force (III MEF). The forward deploying element of Marines within Asia, able to deploy within 24 hours of a humanitarian or civil crisis.

Marine Corps Installation Pacific (MCIPAC). The supporting element of Marines within Asia, mostly supporting base self-defense and protection of local military assets.

Driving Under the Influence (DUI). Operating a motor vehicle, watercraft, or any type of land vehicle while under the influence of an intoxicating substance. (Note: in Japan the blood alcohol content (BAC) to operate a motor vehicle is .03%.)

III MEF liberty regulation. A collection of orders and directives that provide service members stationed with III MEF and MCIPAC unit guidance of conduct, prohibited areas and activities, and liberty times during non-working hours.

BEQ regulation. A network of rules that set the standard of living for all bachelor occupants in government quarters.

Organizational readiness. A term that defines a unit fighting force capabilities by taking the total active force strength and subtracting personnel unable to participate in military operation for medical, legal, or other reasons.

Asia-Pacific area. Any landmass on the continent of Asia and/or in the Pacific Ocean.

Assumptions, Limitations, and Scope

Assumptions. Several assumptions were made by the researcher, influenced by personal bias, population sampling, and research presentation. First, the researcher assumes that people

will attempt to use familiar coping strategies when encountering recognizable events or situations they experienced in the past, generalizing countermeasures to stress. However, coping mechanics are generally not universally applicable to people or situations. According to Dewe and Guest (1990), coping methods evolve with age, experience, and circumstance. Additionally, the researcher does not believe that all service members that willfully participate in this study will respond honestly to questions that probe organizational climate and culture. Members of the U.S. military do not enjoy certain freedoms under the 1st Amendment as normal U.S citizens. Although U.S. military personnel cannot advertise their military affiliation when participating in protest, political events, or speak ill toward the U.S. or its allies, most believe their rights under the 1st Amendment are revoked upon entering the Armed Forces. This is an important concept because any negative personal feelings toward the command that is in relation to how the MCIPAC/III MEF liberty and BEQ regulation is enforced are prohibited. According to Parker v. Levy, 417 U.S. 733, 758 (1974) U.S (as cited in Sugin, 1987):

> While the members of the military are not excluded from the protection granted by the First Amendment, the different character of the military community and of the military mission requires a different application of those protections. The fundamental necessity for obedience, and the consequent necessity for imposition of discipline, may render permissible within the military that which would be constitutionally impermissible outside it. (Sugin, 1987, p. 869)

Limitations. Fullan (2001) purported that citizens often respond better when their freedoms are acknowledged and preserved. Additionally, citizens are more likely to align with cultural expectations (Fullan, 2001). Cultivated an environment by educating people of the consequences of their actions, may enable them to enjoy the simple joys of life and inhibit many

of the policy violations experienced in recent years. Sustainable sociocultural growth is achieved

when leaders invest time and energy in areas that need to be addressed (Hawkins et al., 1992).

Although the III MEF/MCIPAC liberty and BEQ regulation is in place in an attempt to curb

deviant behavioral issues, its inception does not ensure there is full understanding of misconduct

from a humanistic and holistic perspective. The key assumption throughout this study is that the

willful inhibition of freedoms such as limiting liberty hours or limiting visitors to one's private

quarters might force service members to willfully break these rules if they do not find adequate

reason or logic to buy into the command's policy ideology when confronting potential trade-offs.

Scope. Throughout the history of Marines on Okinawa, there have been unfortunate

incidents that justifiability required the implementation of severe restrictions. Available in

public record, in response to the 13 March 2016 rape of a Japanese woman by a service member

that took place in a hotel in Naha, III MEF and MCIPAC Commanding Generals ordered the

suspension of overnight liberty and leave in areas south of Camp Kinser/Highway 38. Within

the III MEF/MCIPAC liberty policy, commanders have the discretion to suspend up to 30 days

leave and liberty privileges on- and off-base for volitions that are detrimental to the U. S. and our

Allies (United States Forces Japan/Marine Expeditionary Force, 2014). However, the event that

transpired on 19 November 2017, in which an intoxicated service member hit and killed a senior

local national, continues to set the precedent that the need for tighter restrictions are warranted.

On 12 February 2018, the National Police Agency (of Japan) or NPA, released its annual

criminal statistics that included activity within the Okinawan prefecture. These findings stated

that American troops were convicted of 53 crimes per 10,000 U.S. male servicemen, while

Okinawan males were convicted of 366 crimes per 10,000 (Hatena, 2018). In other words, U.S.

service members in Okinawa are 86% less likely to be convicted of a crime by the Japanese

government than an Okinawan male (Hatena, 2018). Nevertheless, situations like the ones mentioned do warrant the need for regulations. However, for the vast majority of service members that serve honorably, these rules and regulations can impede access to their deserved freedom, liberty, and happiness.

Significance and Rationale

This study provided important methods of improving operational readiness that is degraded from instances of misconduct by tailoring policies that encourage growth and affirmation of self-discovery while limiting disciplinary actions for simple mistakes. MCIPAC supports the III MEF fighting force within the Asia-Pacific region, thus they must be ready at a moment's notice to answer the nation's call to duty. Additionally, the Asia-Pacific region serves as a strategic launching point for numerous operations such as humanitarian aid, crisis intervention, and quick conflict intercession that saves lives. If misconduct continues to dampen the relationship between the U.S. and Japan, the possibility for U.S. forces removal could potentially grow stronger, as growing resentment toward the U.S. continues.

Conclusion

The purpose of this study is to identify factors of military policy that are counterproductive to III MEF's organizational readiness. As the reader traverses through the different components of this study, the following will be found in the remaining chapters. Within Chapter 2, a review and synthesis of relevant literature will provide themes and subthemes of the research study by comparing and contrasting evidence from prior research within similar fields. Chapter 3 will establish the overall approach for conducting the analysis, which in Chapter 4 will articulate the results, subsequent findings, and conclusion. Lastly,

Chapter 5 will conclude the study by offering an interpretation of findings, future implications, and any recommendations for future study.

CHAPTER 2

LITERATURE REVIEW

The strategic advantage of the U.S. Armed Forces positioned overseas means that the

U.S. can rapidly deploy troops for contingencies, humanitarian aid, or peace keeping missions.

Host nation alliances form the backbone of the interrelationship between the U. S. State

Department, the Department of Defense (DoD), and their foreign allies. The amount of money

to establish foreign alliance and maintain occupying forces present a tremendous burden on the

nation's defense budget. Within fiscal year (FY) 2018, President Trump requested a staggering

$64.6 billion to fund the Overseas Contingency Operations (OCO) budget, with $15 billion

allocated to support and maintain military assets in the Asia Pacific Fleet (Under Secretary of

Defense, 2017). Although political polarizing tactics can weaken this alliance, service member

misconduct has the deepest impact on relations with the local Okinawan government and U.S.

led coalitions (Inoue, 2007).

In an attempt to preserve U.S. and host nation alliance, local commanders within the

Asia-Pacific area strictly adhere to the MCIPAC/III MEF liberty and BEQ regulation to preserve

good order and discipline on- and off-duty. These policies are meant to protect U.S. interests by

preventing the totality of cultural malignant behaviors from occurring by imposing punitive

repercussion for infractions. However, the growing concern is that the MCIPAC/III MEF liberty

and BEQ regulation may causes secondary behavioral problems. Additionally, the strict standard

of living imposed by the BEQ regulation limits autonomy, further exacerbating the development

of negative coping strategies. This assumption is based on the limitations of personal freedoms

and autonomy each policy contains within its provision.

The literature comprised in this review will examine techniques for effective policy implementation by exploring how policies are enforced, obeyed, and broken and the effect each factor has on organizational readiness. Additionally, this review will delve into factors that support successful implementation and enforcement of policies that limit civil freedoms, while analyzing elements that hinder adherence and acceptance as organizational law. Over the course of this review connections will be examined from policies that have dissimilar measures of enforcement and repercussions to draw parallels with the III MEF liberty policy to garner an understanding of similar elements of adherence. The following narrative was proposed as a preemptive guide to conducting this review and subsequent research.

Literature Review Narrative

The military has several policies that address the overall combat readiness of troops from training, promotion, and physical fitness. These policies are meant to target career driven behaviors for professional ascension and influence personal and organizational growth. Within this behavioral change dyad there is a trade-off for adhering to rules and regulations. For example, although troops are required to stay physically fit, per MCO 6100.13A (2018), service members are incentivized to achieve an above average physical standard because they are given a score. This score is tied to multiple factors, the most important being promotion. The higher the score on a fitness test, the better the opportunity to progress through the ranks at a rapid pace. Furthermore, promotions come with an increase in responsibility and pay. So, it's natural that troops would desire to increase their bottom line and do well on their physical fitness test.

Secondly, understanding how policies align with organizational culture to promote good order and discipline is integral to implement policies that will have a long-lasting positive effect. Moreover, developing policies in this manner takes an organizational social ideology, and attach

an additional meaning to it similar to Pavlov's study of conditioning. As with military physical training, it is inherent that troops be capable of dealing with the physical demands of the combat environment. However, each branch of service imposes physical demands of fitness differently. Marines are considered to have the most demanding physical fitness requirement out of all branches of U.S. military service, in part to having a more combat-demanding role in the country's national defense. Culturally, Marines have performed numerous feats in combat that warrant the expectation of higher physical demands. This expectation is the reason imposing physical demands in training are widely accepted as an organizational norm.

Review of the Literature

Policies work by aligning target behaviors for change with organizational culture while simultaneously providing a tradeoff that compensates people for changing their behavior. Based on this idea, four focal areas were the main source of consideration to probe this hypothesis: job satisfaction, productivity, reinforcement, and organizational culture. Additionally, a framework of studies comprised of humanistic leadership approaches and social dynamics of life and career will be used to understand internal variables that effect behavioral change when tradeoffs might not be strong enough on their own to reinforce change.

Job satisfaction

According to Patten, Gilpin, Cavin, and Pierce (1995), policies will curtail behaviors detrimental to the organization only if they are strictly enforced. However, Patten et al. (1995) is ambiguous in defining how organizations should strictly enforce the rules and regulations they set. Most policies draw on this inference during active working hours, when employees' behavior can be governed by company protocol. Government employees, however, are prone to restrictive policies based on their line of work, security clearance, or government position.

These include policies related to foreign travel, disclosing medical conditions, drug history, and personal conduct that can jeopardize U.S. foreign interest. These are expected restrictions related to accomplishing the mission outlined to employees, which they willfully accept as a condition of employment during the hiring phase. However, membership in the military is considered a privilege and members are obligated to carry themselves above reproach. This means that policies not only govern actions on the job, but behaviors within one's personal life. However, if restrictions impact the quality of life outside the normal parameters of the job, productivity and job satisfaction may be compromised. Pandey and Asthana (2017) found there is a significant relationship between organizational policy and job satisfaction. The more restrictive a policy is, the less likely an employee will be satisfied in their current position (Pandey & Asthana, 2017). Similarly, military policies that have an overarching mandate on personal liberties outside the scope of employment may indirectly affect career satisfaction for military personnel.

Job satisfaction is a meaningful measurement to determine organizational climate. McFadyen, Kerpelman, and Adler-Baeder (2005) noted that policies and programs that increase a sense of fit within the workplace are also a good predictor of what will increase satisfaction in the workplace. If employees are not happy in their present career, stress can manifest into different coping mechanisms, affecting the employee on and off the job (Johnson et al., 2005). Job satisfaction can negatively affect the retainment of qualified personnel, over time degrading the mission from a lack of continuity (Johnson et al., 2005). Members of the military are always on call to serve their country at a moment's notice. They must be satisfied with elements of the job, such as policies on- and off-duty which directly affect their personal lives. In military life, just as in civilian life, job satisfaction is directly linked to the overall health and well-being of

individuals (Johnson, 2005). In fact, job satisfaction is directly correlated with career trajectory and job retainment (Johnson, 2005). According to Miyana and Abu Talib (2009):

> Overall, job satisfaction is an achievement indicator for occupational development that is associated with the psychological well-being of the employee. However, job dissatisfaction is an important indicator of employee counterproductively, resulting in behavior such as absenteeism and high turnover rates. Job satisfaction can also partially mediate the relationship of psychosocial work factors to deviant work behaviors. Consequently, maintaining and enhancing job satisfaction is important in order to establish quality worker, workplace and work itself. (p. 299)

Since 69% of Okinawa's active duty population is first-term Marines (Military One Source, n.d.), job satisfaction has the potential to undermine the perception of Marine Corps employment and negatively impact retention efforts for first-term Marines stationed out of Okinawa.

Occupational stress

Rohany (2003) defines occupational stress as "the working environment or nature of work itself that causes individual perceived stress" (as cited in Miyana and Abu Talib, 2009, p. 301). Occupational stress may be caused by, but is not limited to, long working hours, gross leadership incompetency, high productivity demand, dangerous working conditions, and indifference with organizational culture (Pflanz & Sonnek, 2002).   For Marines, occupational stress reduces the organization's ability to rapidly respond to regional threats (Macera, Aralis, Highfill-McRoy, & Rauh, 2014). It is a condition that, if left untreated, can prove destructive to the person affected and the organization that fails to recognize the warning signs and provide treatment. According to Sinsabaugh, Brown, and Gunderman (2018),

The Marine Corps clearly states that leadership must create an environment in which

work-related stress is recognized, mitigated, and treated. It recognizes that

psychological health is every bit as important as physical health, and it invests

considerable resources in promoting it. (p. 494 - 495)

In the framework of applying policies to personnel management, occupational stress is an

important aspect to minimize as the potential harm could be devastating to organizational

readiness.

Mental health. Work related stress is a significant occupational health hazard in the

U.S. military and directly attributes to service members' overall mental health (Pflanz & Sonnek,

2002). Currently, the Marine Corps is aggressively addressing job related stress with

comprehensive programs designed to improve mental health awareness and challenge the stigma

associated with seeking help. Mandatory safety stand downs, responsible drinking classes, and

operational pauses are instituted in an effort to enhance occupational safety, decrease

occupational stress, and remind service members of the importance of their mental health.

According to Pflanz and Sonnek (2002) military personnel are more likely to report issues from

occupational stress than civilian workers. Additionally, they feel that work related stress is the

number one factor that complicates the family environment and creates emotional difficulties

with peers (Pflanz & Sonnek, 2002). Furthermore, Americans are becoming conscious of issues

with mental health derived from the opioid epidemic and mass shootings, however, little has

been done to influence the underlying symptoms that are attributed to causes of mental health

related issues. Goldman, Glei, and Weinstein (2018) write:

In the past few years, references to the opioid epidemic, drug poisonings, and associated

feelings of despair among Americans, primarily working-class whites, have flooded the

media, and related patterns of mortality have been of increasing interest to social

scientists. Yet, despite recurring references to distress or despair in journalistic accounts

and academic studies, there has been little analysis of whether psychological health

among American adults has worsened over the past two decades. (p. 7290)

Although some members of society are taking notice of mental health problems, practically

nothing is being done to change mental health-related services, methods of policing and

prosecuting the mentally ill, or providing services to the less fortunate. Cultural perceptions of

mental health are also indictive of who will seek services. According to Thomas, Adrian, Wood,

Crouch, Lee, and Adler (2018) cultural connection appears to confer benefits to the affected

individuals even in the context of negative stigma. Overall, the Marine Corps' stress control and

readiness program has yet to establish much needed advancements in mental health treatments

and outcomes (Sinsabaugh, Brown, & Gunderman, 2018).

Productivity

Productivity is measured by the output or efficiency an employee contributes in their

overall efforts to complete a task, job, or mission. This attribute is an important part of any

organization that has a defined mission that sets specific targets for output. When productivity is

affected, businesses lose money, over time succumbing to their competitors. In order to keep a

competitive advantage, companies look for ways to incentivize productivity by supporting

individual freedoms, creative initiatives, and personal liberties. According to Saranya (2014)

there is a significant correlation between the level of job satisfaction and the overall productivity

of the employee. When people are happy, they tend to work harder, commit to organizational

change efforts, and model the organization's mission (Saranya, 2014). Additionally, Saranya

(2014) conceptualized that "freedom in the workplace, not monetary gain", leads to a more

productive worker (p. 50). However, the Marine Corps measures productivity by the availability of healthy trained personnel and hard assets that are readily available to deploy in a moment's notice. Additionally, productivity varies by occupational specialty, leadership and mentoring, on the job training, and time on the job (Marcus & Quester, 1985). Together, the impact of degrading job satisfaction and increasing occupational stress can emotionally compromise personnel causing absenteeism, burnout, and depression and increased anxiety (Marcus & Quester, 1985). This is especially important for military organizations that rely on strong emotional character to prevent fear, cowardice, and non-cooperation (Millett, Murray, & Watman, 1986). Millett et al. (1986) stated that Commanders have observed that individuals and organizational flexibility are critical elements to the overall success of the military's objective. Thus, Commanders do not believe they can compromise the emotional mindset of troops at home and expect them to perform while deployed aboard.

Miyana and Abu Talib (2009) and Rohany (2003) concur that two important predictors of employee productivity is job satisfaction and occupational stress. Thus, an assertion can be drawn that if policies have a negative impact on job satisfaction, the ultimate result will degrade a worker's ability to be productive in the workplace. Stress is a universal aspect of any organization that can negatively affect productivity. By providing a foundation for service members to flourish while allowing them to have accountability over their stress level, organizations will find significant improvement in productivity and the workplace dynamic (Colligan & Higgins, 2006).

Reinforcement

Reinforcement is a form of learning that incorporates using prior knowledge of events or behaviors that proved successful at achieving a goal (Ferster & Skinner, 1957). This knowledge

can be from personal information of self-accomplishment or knowledge of viewing someone

exhibit an action or behavior (Ferster & Skinner, 1957). For example, although most people are

taught to obey the law, typically this behavior is witnessed as a firsthand account from parents or

caregivers that obeying the law is a socially acceptable behavior. Laws are negatively

reinforced, meaning something is taken away, either money or freedom, to influence the

behavior (Ferster & Skinner, 1957). According to Poydasheff (1976) "the military criminal

justice system is a reinforcement of the military" (p. 1279). The Armed Forces is a self-

contained entity that implements internal measures to govern itself. Marines rely on the

propagations within the military justice system to understand the repercussions of their actions.

Reinforcement tends to influence people to do precisely what has worked in the past (Schwartz,

1982). Although some measure may conflict with normal sociocultural standards, reinforcement

of organizational policies is achieved by prioritizing mission requirements as the primary

objective.

Positively reinforcing behaviors is an effective step to minimize behavioral issues

(Carver, Scheier, & Weintraub, 1989). Negative reinforcing behaviors will have dire

consequences if the reinforcing agent attacks or limits a personal liberty or freedom (Baker,

Piper, McCarthy, Majeskie, & Fiore, 2004). Therefore, organizational policy should center on

communal learning as an objective to promote a system of social rewards to influence behavior.

This type of reinforcement happens in two ways, either from a system of learning that

incorporates a relevant reward structure such as a system of compensation that involves

replacing something pleasurable with something of equal or added value, or from stimulation or

engaging in an activity that provides pleasure (Carver et al., 1989). In short, policies that target

behaviors through negative reinforcement do very little to make people commit to obedience

(Baker et al., 2004). For example, the most severe form of negative reinforcement is the death penalty. In theory, the principle of an "eye for and eye" should deter others from committing an act that would have them put to death. However, "there is not the slightest credible statistical evidence that capital punishment reduces the rate of homicide" (Donohue, 2015, p. 2). Furthermore, in 2012, a panel of the National Academy of Sciences unanimously concluded that there was "no credible evidence that the death penalty deters homicides" (Donohue, 2015, p, 3). So, why does capital punishment still exist if it is a poor method of reinforcement? According to Hochkammer (2017), crime and punishment co-exist within a fair exchange model, meaning that the punishment is equal to the crime. This concept is engrained in Americans within the Eighth Amendment of the U. S. constitution. So, it is fair to believe that committing an injustice constitutes the need for a meaningful restitution, whether this be monetary loss for a speeding ticket or the loss of one's life for taking a life.

More often people develop ways to self-reinforce, whether this behavior be positive or negative (Carver, 1989). People reinforce themselves to obey or disobey rules by a series of actions that are internally motivated (Hochkammer, 2017). Additionally, the environment plays an important role of reinforcing social beliefs, cultivating rational choice and decision making at the micro level (Baker et al., 2004). Furthermore, individuals purport value to their choices by orienting themselves with objectives and goals, focused on career or life influences that add value to beliefs, choices, and their decision making (Baker et al., 2004). Overall, when individual liberties are suppressed by rules and regulations, people internalize their personal objectives and goals to self-impose reinforcement by actions that are internally motivated (Carver, 1989; Hochkammer, 2017).

Enforcement. Enforcement is a form of reinforcement, typically categorized as punishment or administrative measures that hold employees accountable for unacceptable behaviors that do not uphold the organization's core values. Reinforcement and enforcement form a harmonious ebb and flow of supporting positive behaviors while correcting people for infractions. The majority of policies that reference proper conduct incentivize rewards for displaying or engaging appropriate behaviors (Huang, & Wu, 1994; Humpel et al., 2002; Saranya, 2014). These incentives often include days off, gifts, and promotions or increased responsibility. However, when policies are ambiguous and/or subjective in interpretation, enforcement can result in punitive actions rather than administrative ramifications. Punitive action, denoted as negative reinforcement, has minimal input toward elevating the overall symptoms of organizational infractions (Baker et al., 2004). Recently, Major General (MajGen) David Furness of the 2nd Marine Division rolled out stringent guidance for a daily routine in light of the unit's lack of discipline. According to MajGen Furness (as cited in Scott, 2019), "the Marine Corps has a strict policy prohibiting long hair, facial hair, wearing unserviceable uniforms and improper civilian attire, so this policy is incumbent of what is important in Marine Corps values" (p. 1). Max Uriarte (as cited in Scott, 2019), the creator of Terminal Lance comic stated:

> I think the fundamental problem that junior Marines have with things like this is that 99 percent of them are doing the right thing but are being punished because of the 1 percent that are not. Punishing an entire division is odd, and I have never such action like that before. (p. 3)

Moreover, people obey the laws of this country because they have more to lose if they disobey (Jackson et al., 2012). According to Jackson et al. (2012), "people accept the police's right to

dictate appropriate behavior, not only when they feel a duty to obey officers, but also when they believe that the institution acts according to a shared moral purpose with citizens" (p. 1053). Furthermore, people act according to social beliefs that following the law brings about a peaceful existence. However, when policies infringe on personal liberties or freedoms, people are more inclined to disobey them based on the rationale that the policy is unjust and harmful to a peaceful existence (Carver, 1989; Hochkammer, 2017).

Cultural Approach

Sustainable sociocultural growth is achieved when leaders invest time and energy in areas of the organization that require attention (Hawkins et al., 1992). Organizational culture is one aspect that is deeply rooted in occupational expectation and the overall mission (Hawkins et al., 1992). According to Fullan (2001) citizens will likely to align with cultural expectations when their freedoms are acknowledged and preserved within the cultural approach model. In 2017, the Marine Corps underwent a cultural evaluation after a social media incident revealed that Marines, both current and former, were sharing lewd photographs of their female counterparts. The group, formally called Marines United, shared over "131,000 images across 168 social media platforms" without any of the subjects' consent (Seck, 2018, p. 1). The Commandant and Sergeant Major of the Marine Corps gave testimony before congress on March 14, 2017, where they adamantly took responsibility for the incident and vowed to prosecute those responsible. Additionally, the Commandant expressed that the Marine Corps has a cultural problem that ultimately led to Marines United existing since 2013. Overall, 101 dispositions have been completed to include 11 court-martials, 16 non-judicial punishments, and 37 adverse administrative actions (Seck, 2018). Additionally, the Marine Corps implemented a social media policy published in ALMAR 008/17 that outlined conduct for all Marines on social media

platforms. According to Testa, Mueller, and Thomas (2003), "value congruence and its effect on employee performance has been framed in terms of an organization's culture serving as the method and means for disseminating organizational values" (p. 130). Fostering an environment that is cultivated by education, accountability, and equality may require policies to inhibit many of the actions reflecting uncongenial cultural morality.

      Cultural construction. According to De Young (2000), it is possible for people to become attuned to order without the presence of policies if they naturally align with cultural norms embedded in the organization (p. 515). Although the Commandant of the Marine Corps reassured Congress and the nation that those responsible would be prosecuted, there was no conveyance to rectify the cultural aspect that led to this incident from occurring in the first place. The Marine Corps' culture has "a language, a code of manners, norms of behavior, belief systems, dress, and rituals" that are inherit in its history (Reger, Etherage, Reger, & Gahm, 2008, p. 5). Additionally, the Marine Corps is culturally masculine, white, and conservative, taking on properties that favor these aspects in society (Dunivin, 1994). Senator Kirsten Elizabeth Gillibrand exclaimed to the Commandant and Sergeant Major of the Marine Corps during their testimony dated Mach 17, 2017, that culturally the Marines United incident was bound to happen based on the Corps having the highest sexual abuse reported within 2016 than any other branch of service. From a historical perception, the Marine Corps wins battles and serves an important role as the nation's 911 force of readiness. However, the Marine Corps will lose a psychosocial battle on the home front if outdated cultural ideologies do not change within the shifting social landscape. According to Laurence (2011) leaders are called upon to "engage socially across cultures to build trust, create alliances, read intentions, and influence and understand people and

their motivations" (p. 489). Overall, military leaders will either stand idle within the changing cultural landscape or learn to build sociocultural competencies on the macro and micro level.

Cultural change. Lao-Tzu taught his followers how to address change in different dynamics. Lao-Tzu referenced change in term of the "Tao" which moves in endless cycles (Lao-tzu & Feng, 1972). Additionally, culture may encourage the belief in change, since people who can predict change are perceived to be wise (Lao-tzu & Feng, 1972). Americans often prize stability in many aspects of life. This is evident within the current political discourse and its effect on different cultural issues, from gun rights, social equality, immigration enforcement, and religious liberties and freedoms. The creation of rules has become the first line of defense for problems that could be addressed effectively by a conscience effort and a determined will to educate, love, respect others. Lao-Tzu (1972) addressed methods of leading by law or social principle by stating, "If you lead the people with policy, they will become cunning and deceitful, but if you lead them with the Way, they will develop a sense of belonging and develop a conscience" (p. 18). For example, the United States views drugs and their usage as a criminal matter. However, the Diagnostic and Statistical Manual (DSM) for Mental Disorders (fifth edition) lists the use of elicit substances as a defect of the mind, and not criminal behavior. Damon, Callon, Wiebe, Small, Kerr, and McNeil (2017) noted that the use and distribution of drugs is the symptomology of a bigger problem of social order that includes poor education systems, a lack of social support networks, impoverishment, high unemployment, and systematic disenfranchisement. Huang and Wu (1994) explain how social order could be effectively maintained without the induction of additional laws or policies with the use of the rational-actor model. The rational-actor model classifies social norms as "proscribing non-outcome-oriented behavior, which views individual human behavior as motivated by two distinct type of

motivations, differentiating between rationality and social norms" (Huang & Wu, 1994, p. 394).

Instead of observing social norms as "being in conflict with rational behavior" (Huang & Wu,

1994, p. 395), they propose that special norms are understood as "sustained by emotions that

make compliance with those norms rational" (p. 395). For example, suicide is the leading cause

of death for service members stationed overseas (Military One Source, n.d.). However, many are

reluctant to discuss issues of mental health because of the stigma generally associated with it.

Huang and Wu (1994) suggested there is a natural demand within the human social domain that

protects order. This is an emotion-based system that regulates thought and logic and promotes

compliance within the social landscape. By focusing attention to this system, the emotional

needs of others become the forefront, focusing on the specific needs of the majority. The

outcome of addressing policy measures in this manner develops a system of discipline, social

order, and integrity.

Conceptual Framework

Policies are an integral part of the organization's values and mission (Turban &

Greening, 1997). Personal philosophies that address methods to culturally align behaviors must

start at the micro level to understand the symptoms and their underlying causes (Baker et al.,

2004). Culture forms the foundation for any change effort (Fullan, 2001); however, there must

be a balance of individual freedom and accountability if human behavior can be managed and

held accountable to prevent anarchy. The Zero-Defect Mentality and Theory of Humanism

encapsulate this idea of pulling into motion measures of cultural change (Zero-Defect Mentality)

while maintaining the integrity of individual freedoms (Theory of Humanism).

Zero Defect Mentality

Mistakes are a staple of life and the basic foundation of learning. How mistakes are perceived differs within certain social dynamics, cultures, and climate. From a military perspective mistakes are costly, disruptive, and destructive. A simple mistake can cost millions of dollars from crashing a jet caused by human error, to inaccurate accountability of troops in a harsh environment causing the death of a service member. Embracing mistakes is a critical aspect of learning in leadership. According to Krulak (1999), "mistakes are inevitable, but learning from them is invaluable" (p. 7). The zero-defect mentality is a philosophy that attempts to remove systems of management and policy that do not tolerate mistakes. Kurlak's (1999) rendition of the zero-defect mentality centers on his experience as Commandant of the Marine Corps from 1995-1999. Kurlak (1999) attempted to realign the Marine Corps away from this ideology to prevent toxic leadership and improve personnel management. Kurlak (1999), theorizing that military leaders have a direct hand to alter behavioral-related issues, proposing that the "remaining vestiges of the 'zero defects mentality' must be exchanged for an environment in which all Marines are afforded the 'freedom to fail' and with it, the opportunity to succeed" (p. 6). Research from Skiba (2000) has shown that creating policies based on the zero-defect theory are ineffective at minimizing targeted behaviors from occurring. Skiba (2000) noted that zero-tolerance drug policies mirror the underlying premise of zero-defect policies. Zero-tolerance drug policies do not decrease drug usage because they do not address the underlying causes and actions that lead to drug use (Skiba, 2000, p. 5). The zero-defect mentality delves into our humanity, reducing the causes for misconduct and supporting the development of ways to address the antecedents of transgressions.

Humanistic Approach to Management

According to Daley (1986), "humanistic management is regarded by many as a means for enhancing productivity and developing human potential" (p. 131). However, developing the human potential is another critical aspect of assisting the organization in its progression to excellence by cultivating the people within its ranks. A humanistic approach emphasizes the person as a whole, stressing dynamics of autonomy and self-efficacy. Rather than focus on control, the goal is to give individuals the power over themselves, giving them the latitude to make mistakes along the way (Kurlak, 1999). The humanistic approach acknowledges that no one is perfect, while normalizing mistakes as a part of life. The use of a humanistic approach to management is a vital lens to view the MCIPAC/III MEF enforcement to normalize mistakes as a common element for growth.

Autonomy. According to Dunning, Fetchenhauer, and Schlösser (2016) people can make a conscience choice how to display and manage their behavior. Generally, people make choices that are socially acceptable, but there still is a conscious choice to deviate based on beliefs or experiences (Dunning et al., 2016). Deviation, typically called freedom, sets a precedent for how people perceive and acknowledge their behaviors in relation to stimuli (Dunning et al., 2016). During the 50s and 60s of the Civil Rights Era in the southern part of the United States, African Americans were subjected to the social norm of Jim Crow laws. During the course of its inception, Jim Crow disenfranchised African Americans while dehumanizing them in the eyes of the government, law, and public and private establishments. Deviating from the social norms of Jim Crow, African Americas mobilized and made a conscience choice to engage in civil disobedience to prove a point that their civil rights must be acknowledged. Maslow (1999) argued that autonomy-supportive social environments promote behavior

experienced as both chosen and inherently rewarding rather than controlled by pressures and/or superficial reinforcements. For African Americans in the Civil Rights Era, the environment was split on a micro and macro level, denoting state support for Jim Crow, and a federal government that turned a blind eye to bigotry and hate, all the while communal support for civil rights was mobilized within the African American community. This outcome supports the idea that the individual and environment must coexist to promote autonomy. According to DeRobertis and Bland (2018):

> In a supportive environment, individuals are disposed to actively pursue aims and goals imbued with varying valences issuing from their inherent, yet emergent and individually colored organizational tendencies and associated growth needs. In contrast, when environmental conditions are not supportive, behavior is subject to varying degrees of self-alienation. (p. 108)

Autonomy is found to be positively associated with job satisfaction and productivity. Although autonomy is an important element of realizing one's full potential, it is not enough to ensure that one's full potential is optimized.

Self-efficacy. Self-efficacy is commonly defined as the belief in one's ability to succeed at a task, goal, mission, or even an impossible endeavor (Bandura, 1982; Bandura, 2010; Meinhold & Malkus, 2005). Self-efficacy is categorized as a method of thinking that motivates self-interest (King, Glasgow, Toobert, Strycker, Estabrooks, Osuna, & Faber, 2010). Contrary to some beliefs, self-efficacy can be positive or negative based on environmental influences that effect one's beliefs about self and capabilities in different environments. Typically, stressed people internalize emotional thoughts stating, "I cannot do this" rather than, "I can get through this". Additionally, self-efficacy feeds off of resiliency developed from different experiences

and abilities of mental coping (King et al., 2010). To understand this, let's examine the story of Nicholas Yarris who was exonerated by DNA evidence after spending 22 years on death row for a crime he did not comment. What makes his story so unique is, although he suffered abuse, legal disappointment, and loneliness, he managed to stay mentally positive. This motivation for positivity came from his determination not to be broken and to die with dignity when the time came. This mindset allowed him to become a model prisoner and to help others personally and legally. Overall, even with a negative environment this man committed himself to become an agent of positive influence because he believed that if he strayed from these principles then he would be mentally broken. Self-efficacy is often described as a motivational concept because of its capacity to influence motivational elements such as direction and persistence of effort (Meinhold, & Malkus, 2005). Self-efficacy is born from individual experiences, personality, emotional temperament, and opinion (Bandura, 1982; 2010). According to Meinhold and Malkus (2005) self-efficacy facilitates goal pursuit and perseverance by prompting individuals to set higher standards and more challenging goals for themselves. However, the premise of self-efficacy must be supported by the environment to cultivate the belief of self-determination and motivation of goals and aspirations (Meinhold & Malkus, 2005). Furthermore, self-efficacy must be facilitated by autonomy to explore the world and understand one's true potential.

Conclusion

Liberty regulations and enforcement need to be balanced in order to maintain good order and discipline while simultaneously allowing service members the highest quality of life as possible. Policies are implemented because of a real-world demand for change that only the production of fair and reasonable rules can allow. However, policies are only effective as the introduction of programs designed to address culpability, accountability, and the willingness for

individuals to abide by these measures. There are internal systems at play that keep behaviors in line with cultural norms, and ultimately leaders have the responsibility to police those individuals within their close proximity. Leaders have a large role to play in the creation of polices that are fair and reasonable, but regardless of their fit with cultural norms, they are still meant to be adhered to by all members of the service.

CHAPTER 3

METHODOLOGY

The purpose of this chapter is to introduce the research methodology for this qualitative ethnographic study regarding the effects of military policy on III MEF's organizational readiness. This approach will enable a deeper connection with factors that influence organizational readiness from service members' rational thinking, how service members interact with and are affected by occupational stressors, and the cultural effects of the liberty and BEQ regulations. The applicability of ethnography and a psychosocial approach for this study is discussed in-depth in this chapter. The research plan, including the methodology, study participants, procedures, analysis method, and ethical concerns are primary components of this chapter.

Research Questions

This study utilized Zero-Defect Theory and the Theory of Humanism to answer the following research questions:

1. How does perception toward the III MEF/MCIPAC liberty and BEQ regulation influence personal acceptance and adherence to these policies?

2. To what degree does the development of coping strategies affect personnel adherence toward the III MEF/MCIPAC liberty and BEQ regulation?

3. What factor(s) contribute to personnel obeying guidelines set forth within the III MEF/MCIPAC liberty and BEQ regulation?

4. What factor(s) contribute to personnel disobeying guidelines set forth within the III MEF/MCIPAC liberty and BEQ regulation?

5. What factor(s) contribute to improving the perception of the overall quality of life for service members?

Methodology Selection

According to Strauss and Corbin (1990) a qualitative research design is used when a researcher must observe and interpret the meaning of a phenomena in context that "produces findings not arrived at by means of statistical procedures or other means of quantification" (as cited in Hoepfl, 1997, p. 48). Additionally, Cronbach (as cited in Hoepfl, 1997) believed that statistical research is not able to take full account of the many interactions that take place in social settings. Overall, whether service members obey the policies set forth depend on different influences that are subjective to each individual and made partial by a multitude of factors. Therefore, a qualitative approach was deemed an appropriate choice for this study due to the potential interaction of complex variables and environmental factors.

  Ethnography. This qualitative study was conducted utilizing an ethnography research methodology. Ethnography is a sub-type of anthropology that delivers systematic explanations of individual cultures. According to Van Maanen (as cited in Astalin, 2013),

> Ethnography fieldwork usually means living with and living like those who are studied. In its broadest, most conventional sense, fieldwork demands the full-time involvement of a researcher over a lengthy period of time and consists mostly of ongoing interaction with the human targets of study on their home ground. (p. 120)

The psychosocial approach looks at individuals in the context of the combined influence that psychological factors and the surrounding social environment have on their physical and mental wellness and their ability to function. Frosh (2003) explored the manner in which psychology becomes a resource for meaning in everyday life, and the significance this has for

people's understanding of themselves and the world. Frosh (2003) purported that "psychology is part of the broadly critical agenda of a psychosocial perspective, linked as it is to the general argument that the human subject is made in and of social processes" (p. 15). Psychosocial studies have ingrained in them "an effort to recover or construct meanings"; that is, they work in "a terrain mined by phenomenology as well as by critical theory and psychoanalysis", in which interpretive work is given priority (Frosh, 2003, p. 16).

Setting

The study's setting is a military installation called Marine Corps Base (MCB), Camp Foster, located in the southern hub on the island of Okinawa, Japan. Okinawa, located within the Ryukyu Islands chain of Japan, is approximately 70 miles long and averages 7 miles wide (Lutz & Enloe, 2009). The closest point to the United States is over 7704 nautical miles measuring from California. The U.S. has historical links to the occupation of Okinawa. Importantly, it serves as a key strategical location to deploy Marines throughout the Asia Pacific theater (Figure 1) for a variety of combat and humanitarian operations. Although Okinawa is considered a strategic platform within the Asia Pacific theater, "the overall sentiment for U.S. presence on the island is negative" (Chanlett-Avery & Rinehart, 2012, p. 1).   Additionally, Okinawa hosts a disproportionate share of U.S. military personnel and bases. Over 25% of all bases used by U.S. Forces Japan (USFJ) and about half of the U.S. military services stationed within the country are located on Okinawa (Figure 2), comprising less than 1% of Japan's total land area (Chanlett-Avery & Rinehart, 2012).

Figure 1. Okinawa's Strategic Location (U.S. State Department, 2009)

Overall, MCB Camp Foster was chosen because of the diverse active duty Marine population aboard the installation. Marines aboard this installation are in close proximity to establishments, activities, and sources of information regarding social events that Marines aboard the northern camps are not privileged to have because of their isolation and operational tempo. Furthermore, there is a plethora of different occupational specialties, and cultural and ethnic diversification, that make this population pool a great representation of the overall Marine Corps. Additionally, the author has a rapport with installation leadership, built over the years, and a well-established goal of conducting research within the military community to address social and psychological concerns in an attempt to minimize harm while improving operational readiness. Pre-coordination has been made with the Camp Commander of MCB Camp Foster to access information through the Freedom of Information Act (FOIA) from the Substance Use Center, the Provost Marshall's Office (PMO), and the Installation's Legal Center that was submitted and approved on 18 December 2018

Figure 2. Okinawa's Military Base Land Allocation (MCIPAC G-3/5, 2018)

Participants

Participants for this study are active duty Marines, living and/or working on MCB Camp

Foster. Although participants at other camps and personnel from other branches of service were

considered, they were ultimately omitted due to the inability to acquire permission in a timely

fashion to conduct research outside of Camp Foster. Overall, participants were solicited on

Camp Foster based on availability and willingness to participate. Although a sample of

convenience is the primary method for selecting participants, race, sex, and rank were the

primary targeted demographics that aligned with the DoD (2017) demographic report (see Table

1) to address a wide array of differences within the population. This was achieved by recruiting

participants using the researcher's existing professional network of senior enlisted advisors,

command approved emails to solicit participation, and word of mouth. Due to the complexity of

solicitation and coding of information, other variables such as age, gender, and religion were not

be used as a criterion for selecting participants, although it will be referenced as a participant

demographic if the information was willingly given. Since over 76% of the Marines Corps is 25

years or younger and 92% are male, the majority of the targeted population already fell within

this demographic, thus research participants outside this parameter are believed to be few. Since

2010, the Marine Corps demographics of age, sex, race, and rank have remained constant,

around +/-1.3% shift in the total force strength based on the figure provided in Table 1 (DoD,

2018). Furthermore, age is a variable that was left uncontrolled, in order to examine potential

outliers and commonalties not expected in participants' reporting and any implication this may

have on the overall results. Additionally, Marines within supporting command establishments

have stable liberty hours (weekends off), which allow more opportunities to be subjected to the

efforts of the III MEF/MCIPAC liberty policy enforcement. Overall, the researcher anticipated

approximately 10-15 participants for this study; however, the final number of participants was

determined by the number of volunteered participants, then by overall saturation.

PAY GRADE	MALE	Population %	FEMALE	Population %	Racial Minority	Non-Minority	
E1 - E4	99568	58.96%	9696	62.45%	17.10%	82.90%	
E5 - E6	36672	21.72%	3500	22.54%	24.10%	75.90%	
E7 - E9	13112	7.76%	742	4.78%	34.70%	65.30%	
W1 - W5	1942	1.15%	120	0.77%	27.40%	72.60%	
O1 - O3	11436	6.77%	1136	7.32%	20.00%	80.00%	
O4 - O6	6059	3.59%	332	2.14%	18.20%	81.80%	
O7 - O10	85	0.05%	1	0.01%	11.60%	88.40%	
TOTAL	168874	100.00%	15527	100.00%	20.30%	79.70%	184402

Table 1. *Marine Corps Demographics 2017* (DoD, 2018; pp. 18, 20, 28)

Participants were interviewed based on a series of questions developed to postulate

feelings, attitudes, and perceptions towards occupational stress, cultural dynamics of life abroad

that compete with individual cultures, social impact of isolation, methods of coping, and feelings

toward psychological resources. A request to the Camp Commander, dated 31 January 2019, for

pre-approval prior to the commencement and approval of UNE's IRB, was submitted for

consideration to conduct research aboard the installation, and approved on 10 February 2019

Data

A flexible research methodology approach was used to collect qualitative data. Qualitative data collection began with interviews with participants. The interviews consisted of open-ended questions about the participants' experiences on Okinawa to probe their overall emotions with the environment and their initial feelings toward the Marine Corps. Additionally, intensive questions proceeded to garner in depth information on participants' autonomy and self-efficacy, focusing on humanistic queries centered on the changes in their quality of life, organizational culture, work expectations, and environmental stressors that affect the way policies are perceived, obeyed, and rationalized. Using a theory-driven adaptation of psychosocial methods, a qualitative design enabled the examination of elements that have no formal method of measurement (Creswell, Plano Clark, Gutmann & Hanson, 2003). Additionally, incorporating a fixed design of quantitative methods allowed the researcher to draw correlations from examining past data of misconduct against other factors to develop macro and micro theoretical concepts of environmental causalities that shape the social landscape. These factors include suicide rates, sexual assault, alcohol related mishaps/misconduct, and historical violations of the liberty policy.

The author of this study was the primary data collector. All interviews were conducted in person, via face time using Skype or iPhone video application, or over the telephone. An Olympus DS-900IT digital dictation portable voice recorder was utilized for its capability to dictate both author's and participant's voice into text, and directly export that information into Microsoft Word. NVivo 12 was used for its ability to import text from the Olympus DS-900IT and its multi-applicable uses for coding information. All data was coded in NVivo 12, utilizing built in matrixes and the export function within Microsoft Excel for better cataloging of themes and sub-themes.

For validity, member checking was utilized to add credibility by giving all participants a chance to react to both the data and the final narrative. According to Cho and Trent (2006), "member checking is primarily used in qualitative inquiry methodology and is defined as a quality control process by which a researcher seeks to improve the accuracy, credibility and validity of what has been recorded during a research interview" (p. 324). Member checking shifts the process of validity from the researchers to participants in the study to verify if the "themes or categories make sense, whether they are developed with sufficient evidence, and whether the overall account is realistic and accurate" (p. 324).

Analysis

Since qualitative and quantitative data were collected and utilized, the methods of analysis must be on par to allow each method to integrate and work seamlessly with one another. "A mixed methodology involves the collection or analysis of both quantitative and/or qualitative data in a single study in which the data is collected concurrently or sequentially, are given a priority, and involve the integration of the data at one or more stages in the process of research" (Creswell, Plano-Clark, Gutmann, & Hanson, 2003, p. 163). The qualitative data was broken down from the coding processes into themes that included environment, occupation, psychological, and cultural. Sub-themes and additional themes were devised during the completion of coding. Themes were analyzed based on key phases that draw similar inferences within the same topic. Quantitative data was graphically analyzed that show, for example: rates of liberty policy violations compared with demographics of race, sex, age, and rank. Additionally, the quantitative data was graphically compared with policy violation rates and other measures, such as psychological intervention and rates of criminality.

Participant rights

Explicit measures were taken to ensure participants' rights are protected and confidentiality is maintained. First, confidentiality forms were utilized to explain the rights of participants in this study. The confidentiality forms covered how they will be identified, how the confidentiality form and other information will be stored during the course of research and destroyed once the study is complete, and the legal rights for the researcher to protect them and others if potential harm of self or others is discovered. Additionally, plain clothes were worn during the interview process to ensure any indictors of name and rank are not available should a public forum be chosen as an interview location. Medical resources were made available should the participant develop feelings of stress or anxiety during the interview, as well as additional information for support should these feelings develop well after the interview was over. If at any time a participant was distressed by the context of the interview or any outside factors, the participant reserved the right to terminate the interview.

Limitations

According to Creswell et al. (2003), "both quantitative and qualitative data are increasingly available for use in studying social science research problems" (p. 164). Moreso, because all methods of data collection have limitations, "using multiple methods can neutralize or cancel out some of the disadvantages of certain methods" (Creswell et al., 2003, p. 164). Creswell et al.'s (2003) reasoning is based on the complexity of social phenomena requiring different kinds of methods to best understand these complexities. Within the present study, the main limitation was developing a correlating relationship between mix-methodological data to state a causal relationship. According to Verhulst, Eaves, and Hatemi (2012) "a correlation does not mean there is a causal relationship between two" (p. 35).

Although there is no specific method to create a random sample of participants, drawing participants from one specific camp aboard Okinawa rather than a sample provided within the seven available camps could potentially skew the qualitative assessment. Additionally, the intended population serves within the supporting establishment, only offering one side to a potential complex quandary of policy inception. Since the Marines supporting the combat element within the northern camps are considered especially isolated from their centrally located counterparts on Camp Foster, having different personnel information could strengthen the methods of collection and analysis within this study. Additionally, since owning a privately owned vehicle (POV) is restricted to Sergeants (E-5s) and above, Marines aboard northern camps are forced to pay excessive fees for cabs, catch the military sponsored bus, or befriend someone with vehicle access if they want to venture down to a central populated location. This presumption assumes that Marines from the northern camps are especially impacted by the liberty policy since they are more isolated geographically and their operational tempo provides them with less liberty hours than Marines within the supporting establishment.

CHAPTER 4

RESULTS

This chapter contains the results of the qualitative ethnography study conducted to examine the effects of military policy on III MEF's organizational readiness. The following research questions were developed as a perceptual guide to analyze the collected data and to develop themes in accordance with the conceptual framework.

1.   How does perception toward the III MEF/MCIPAC liberty and BEQ regulation influence personal acceptance and adherence to these policies?

2.   To what degree does the development of coping strategies affect personnel adherence toward the III MEF/MCIPAC liberty and BEQ regulation?

3.   What factor(s) contribute to personnel obeying guidelines set forth within the III MEF/MCIPAC liberty and BEQ regulation?

4.   What factor(s) contribute to personnel disobeying guidelines set forth within the III MEF/MCIPAC liberty and BEQ regulation?

5.   What factor(s) contribute to improving the perception of the overall quality of life for service members?

Further, this chapter includes an in-depth discussion of the methodology utilized for this qualitative ethnography study, how the analysis ties back to the research questions, how the analysis aligns with the conceptual and theoretical frameworks, and the connections found within the literature review. This chapter includes sample population demographics with a breakdown of age, rank, and unit classification. Finally, this chapter describes in detail the processes used to analyze each transcript, selection of each coding technique, and relevant themes developed from the collected data. Tables are presented to visually display the cataloged population

demographics, a roadmap (see Appendix A) to navigate theme distillation, and vignettes from the combined auto coding (see Appendix B) used to emphasize key themes.

Sample

Fifteen participants volunteered for a structured interview for this study; however, 3 participants were excluded from the study and all data collected from these research participants was deleted. Table 2 indicates the sample population demographics compared with the current Marine Corps population represented in Table 1 of Chapter 3. Due to the small sample size, no sample statistics were utilized to denote differences in the sample from the population, including rank, race, and gender. The sample population represents a total of 62 years of combined active service in the Marine Corps with a combined 14 years of active service while stationed on various camps on Okinawa. The average age was 25 years. Each base's population sample is represented equally, with 6 participants from both Camps Foster and Schwab. The occupational fields were represented by 42% (5 participants) belonging to a combat-related occupational specialty, and 58% (7 participants) having a combat support occupational specialty. Nine participants identified their racial demographic: 33% Caucasian, 25% Hispanic (non-white), 17% African American, while 3 participants (25%) gave no response. Upon completion of the interview each participant was offered a $10 Starbucks give card as compensation for their time.

Table 2. *Sample population*

RANK	AGE	CAMP	GENDER	RACE
E-3	20	FOSTER	FEMALE	Hispanic
E-3	22	FOSTER	MALE	Caucasian
E-4	21	FOSTER	MALE	Caucasian
E-3	19	FOSTER	MALE	Caucasian
E-7	31	FOSTER	MALE	Hispanic
W-2	30	FOSTER	MALE	No response
E-5	22	SCHWAB	MALE	Hispanic
E-6	27	SCHWAB	MALE	Caucasian
O-3	34	SCHWAB	MALE	No response
E-6	35	SCHWAB	MALE	No response
E-2	18	SCHWAB	MALE	African American
E-3	20	SCHWAB	MALE	African American

While collecting data, one participant withdrew midway through the interview. This participant was asked to voluntarily share his decision to abruptly withdraw from the interview. Although apprehensive, he acknowledged that he did not feel comfortable that the researcher's intentions were solely academic. Additionally, he acknowledged that he did not know the researcher well enough to trust him. Before the participant left, he was shown that the recording of the interview was deleted, and the deleted file was emptied from the trash bin of the researcher's phone. Prior to this participant departing the interview, he was advised that his statement of participation and confidentially agreement would stay on file until all information is approved by the researcher's university for use. His statement of participation and confidentially agreement was annotated that he withdrew from the study and it was signed by both the researcher and withdrawing participant acknowledging his withdrawal and that the only information that would be utilized was the fashion of his withdrawal, excluding all potential indefinable information (rank, age, and gender). The participant was offered but declined the $10 Starbucks gift card.

Additionally, involvement of two participants were terminated prematurely by the researcher due to the tone of their language toward their command, commander, Commander-in-Chief, and the Armed Forces of the U. S. Although the researcher did not attempt to censor any participant, any language which conflicted with the agreement between each camp commander and the researcher that explicitly outlined, "no language detrimental to the U.S. or it's host nation will be utilized", was strictly bared from being included in this study. Each participant was given the opportunity to rephrase their comments or remove the prohibited language; however, both participants continued to use proscribed language. Prior to termination, each participant was warned that language pervasive to the U.S. government, the U. S. Armed Forces or their

allies could not be used, as this would directly violate the agreement between the researcher and the camp commanders of Foster and Schwab. Additionally, any participant violating this arrangement would be subject to punishment under the Uniformed Code of Military Justice (UCMJ) as directed from Parker v. Levy, 417 U.S. 733, 758 (1974) U.S, as noted in Chapter 1.

Before the researcher terminated the interviews, each participant was shown that the recording of the interview was deleted, and the deleted file was emptied from the researcher's trash bin. Additionally, each participant was advised that their statement of participation and confidentially agreement would stay on file until all information was approved by the researcher's university for use and destroyed once all date was utilized. Their statement of participation and confidentially agreement was annotated that the researcher withdrew their invitation participate in this study. Each participant was asked to acknowledge this by volunteering to sign the form. Each participant signed the form. Upon departing the interview, each participant accepted the $10 Starbucks gift card offered for volunteering their personal time.

Data Collection

Each participant was asked to partake in an interview concerning different aspects of life and living on Okinawa. The context of these questions encompassed aspects of their working environment, command culture and climate, subjective feelings toward the freedoms and living accommodations on Okinawa, and the effect(s) all combined condition have on their performance. All interviews were conducted with active duty Marines stationed on Camps Foster and Schwab. All interviews were conducted during non-working hours, in public venues off military installations, or reserved private rooms located at Camp Foster's library. Each interviewee acknowledged their rights as a participant prior to recording and the commencement of any questions by the researcher, whom personally read aloud the statement of confidentiality,

explained the interview structure, and advised each participant of their rights and how their data would be utilized.

During the interview, the researcher used similar verbal and non-verbal communication for each participant. The researcher read each question aloud to the interviewee and waited for the response. Once the complete response was received the researcher waited between five and seven seconds before rendering a nod, a non-verbal sound such as an "uh-huh" while writing notes about demeanor, and body movement and language. This behavior was utilized to focus the conversation solely on the context of the interview while attempting to remove any inadvertent bias introduced by the researcher's own verbal and non-verbal behavior in response to a participant's answers.

All data was collected with the recording feature on an iPhone 6 Plus. The phone was kept in airplane mode to prevent messages or calls from interrupting the recording. After each interview was convened, the data was sent to the researcher's computer via Bluetooth file exchange where a folder was created, and password protected. All data was collected between 2 - 29 August 2019. Each interview was transcribed utilizing the transcription service provided from www.rev.com. Upon transcription, each interview was checked for accuracy by listening to the recording and reading the transcription, correcting any inaccuracies as they were encountered. All filler language was removed (uh-huh, uh, mmm, ha). After the accuracy check, each interview was uploaded into Nvivo 12 Plus for coding.

Data Analysis

Three levels of analysis were used to distill the data: (a) open coding, (b) categorizing, and (c) concept-driven coding. At each coding level, the data was refined from broad concepts

to narrower focal points until relevant themes emerged. All data was subjected to two types of open coding utilizing Nvivo 12 Plus coding: auto and manual.

Open coding

   Auto coding. All interviews were auto coded using Nvivo 12's auto coding wizard. All interviews were auto coded to identify themes, then a second time to identify segments of information aligning with the targeted theme. Each auto code was sorted by sentence. Overall, these methods produced ineffective results within each interview since Nvivo 12 Plus coded over 90% of each interview into irrelevant themes based on word frequency.

   Manual coding. Each interview was manually coded within Nvivo 12, utilizing the drag and drop mechanics of the theme drop box. Each transcript was individually scrutinized by the researcher for participant's tone, language, and feelings. Each vignette was given its own title utilizing the conceptual framework of the Theory of Humanism to develop themes that correlated with aspects of life, career dynamics, and environment factors. Next, each interview was recoded in an effort to consolidate similar themes and link subthemes within the same themed concept, while refining the information for the categorizing phase. Finally, similar themes were further scrutinized to provide links between age, rank, camp affliction, occupational differences, and conceptual overlapping between themes. Overall, themes were categorized based on personal or professional alignment with emotional or instinctive motivations, affected by organic or environmental casualties.

Categorizing

   Four focal areas were the source of consideration to examine policy adherence and military readiness: job satisfaction, productivity, reinforcement, and organizational culture. All themes were categories within one of the four focal areas, even if there was a conceptual

overlapping. Additionally, a framework of studies comprised of humanistic leadership approaches and social dynamics of life and career were used to examine internal variables that may affect behavioral change when tradeoffs might not be strong enough on their own to reinforce change. This includes the application of different leadership styles, pragmatic learning, reinforcement and enforcement of learned experiences, and the advocation of career-centered and/or family goals.

Concept Driven Coding

Following categorization, the date was divided into themes using the theoretical framework of the Zero-Defect Theory. These themes include environmental connections, occupational satisfaction, psychological adaptation, and cultural fit. This final stage of coding was utilized as a "mind map" (see Appendix A) to understand how the data aligned with different aspects of life and how this ultimately influenced human behaviors. Concept-driven coding was formulated as the best option for analyzing the collected data since the lens to develop the interviews and research questions were heavily rooted in both conceptual and theoretical frameworks.

<p align="center">**Implications for Theory and Research**</p>

Chapter 2 introduced two theories that provided a perceptual lens for the research analysis: The Zero-Defect Theory and the Theory of Humanism. The following section provides links associated with the findings of this research and how the implications for practice align with both ideologies.

Zero-Defect Theory. Research from Skiba (2000) has shown that creating policies based on the zero-defect theory are ineffective at minimizing targeted behaviors from occurring. The Zero-Defect Theory is a foundational approach, but it leverages culture as the bedrock of

organizational morality. Rather than focus on control, the goal is to give individuals the power over themselves, giving them the latitude to make mistakes along the way (Kurlak, 1999). The results of this study mildly align with the premise of the Zero-Defect Theory; however, the implications are still considered important to developing a culture that is supported by value-based learning and the cultivation of positive work experiences. Kurlak (1999) theorized that military leaders have a direct hand to alter behavioral-related issues, proposing that the "remaining vestiges of the 'zero defects mentality' must be exchanged for an environment in which all Marines are afforded the 'freedom to fail' and with it, the opportunity to succeed" (p. 6). Overall, the Zero-Defect Theory is applicable to policy approaches that govern personnel behavior; however, it is ineffective at conceptualizing environment factors of Okinawa that affect different aspects of the human condition.

Theory of Humanism. The Theory of Humanism is versely applied to several aspects of this study, providing a well-rounded conceptual framework to examine multiple facets of psychoeducation. Within the humanist framework, learning is viewed as a personal act necessary to achieve the learner's full potential (Torre et al., 2006). Within this study this example is identical; however, this concept applies to every considerable category mentioned, not just the examination of III MEF's policies. The goal of the humanistic approach is for the learner to become autonomous and self-directed. This must be facilitated by an ethical foundation that is culturally and morally centralized by the principles that created our nation. Traditionally, psychology treats this discovery as a change in behavior; learning from a perceptual orientation that is defined as the discovery of self-actualization (Combs, Richards, & Richards, 1976, p. 197). Notably, participants discovered that they possessed the ability to direct this change from self-motivation. According to Frick (1987) it is learning that makes a

difference in the individual's behavior, attitude, and personality. It is a pervasive learning which is not just an accretion of knowledge, but which interpenetrates with every portion of our existence (Frick, 1987). Participants in this study found that pervasive learning means discovering their sense of fit within the organization from aspects of their own discomfort, understanding their feelings, and defining goals for themselves and family.

Environmental Connections

There were considerable links found in this study that provide connections between environmental conditions specific to Okinawa and the effects of III MEF's operational readiness. Furthermore, there were overlapping factors that include: psychosocial conditions, occupational stress, and limited coping resources that exacerbated the effects of some conditions of III MEF Liberty and BEG regulation. The curfew, mandated BEQ living for all single Marines, and mandated signing out after 1900 if leaving base for all E5s and below, were all examples of provisions that, when paired with the isolation of northern camps and high operation tempo and training regiments, cause personal discomfort. Examples in this study have shown that isolated locations, such as northern Okinawan camps and a curfew, do affect organizational welfare by directly influencing psychosocial factors (Humpel et al., 2002). Additionally, living conditions such as the command-directed policies that mandate living in the barracks for single senior military members negatively affected residents' quality of life by underminint their autonomy. As service members make choices that affect continuity and organizational climate, the environment played an important role of reinforcing social beliefs, cultivating rational choice and decision making at the micro level (Baker et al., 2004). More than half of the Marines on Camp Schwab stated that the living conditions paired with the isolation of the location exacerbated negative perceptions of work and toward their command. This was further

compounded by stipulations of the III MEF Liberty and the BEQ regulations that directly impacted participants' autonomy.

According to Saranya (2014) organizations that promote autonomy tend to have more productive workers. This study demonstrated that autonomy can be conditioned by the environment, if the purpose is rooted in preventative measures that are freely offered by the environment. The argument is not whether misconduct is inevitable, but why misconduct is not accepted and understood as a risk associated with conducting business on Okinawa? Ten of the 12 service members interviewed for this study stated, in some fashion, that their behaviors were rationalized prior to engaging in action. Therefore, actions are influenced by the benefit of the outcome that is subjective depending on the individual's own reasoning regardless of environmental stipulations. Although Maslow (1999) purported that environmental conditions are congruent with choice, this study shows that autonomous supportive social environments promote behaviors inherently rewarding and self-reinforcing. Additionally, this study shows that adding personal value to family, career, freedom, and choice provides positive influence against negative environmental factors such as curfew violations and alcohol related infractions. Every participant interviewed stated in some form that a personal value-added stability, direction, or guidance to their life while station on Okinawa.

Several participants discussed that establishing personal goals was a constant reminder of their obligation for self-improvement. This sentiment aligns with Baker et al. (2004) that proposed individuals purport value to their choices by orienting themselves with objectives and goals, focused on career or life influences that adds value to beliefs, choices, and their decision-making. Whether married, accompanied with their family during their tour of duty, single, young or old, the environment had an effect on their choices and decision-making, but the effect

was caused by a combination of variables, each with different levels of influence on service members' lives. Overall, environmental connections were not a single factor that contributed to organizational readiness, but an all-inclusive condition that is preordained, albeit mitigated by establishing personal goals and following self-imposed values.

Family

Family had the deepest impact on service members' quality of life, regardless of base location, job, age, or rank. It was the single most important factor that dictated career-related choices based on personal well-being and professional obligation to the organization. Whether immediate or distant relation, family was heavily considered when personal and/or professional discomfort was experienced, often leading to self-internalizing "is what I am experiencing worth it?" Ten out of 12 participants made considerable arguments that they considered their family before making all decisions regardless of the benefit. Additionally, of the 10 participants which considered family an important element for career related decisions, four were currently married further highlighting the importance of family regardless of the relationship dynamic. Furthermore, five participants made considerable mention of the III MEF/MICPAC liberty policy's direct effect on their family. When delving into aspects of quality of life, one Marine shared the importance of being family grounded during an overseas stint:

> *Brother, this place gets under my fucking skin. Some days I wake up and I wish for a way*
>
> *out. (laugh) But the wife keeps my ass grounded and in-check. I feel like we (Marines)*
>
> *put ourselves through the bullshit of moving around all the time, for what?*
>
> *(Shakes head) No clue. I ask myself, 'how can I give my wife and kids the life they*
>
> *deserve'? I go through this every day, and the only way I can rationalize the stress I put*
>
> *myself through is in the long run I will be able to provide for them. So, when I'm with*

the boys and I think about doing something stupid, like drinking and driving, and the

crazy part is just a beer you feel me, I don't. How could I live with myself if I fucked up

the quality of life for my kids if I broke one of these rules? (Participant 5)

This participant acknowledged the effort that goes into violating the current liberty policy, and the choice to center his decision on his family's well-being. The liberty policy has a "not one drop" rule, meaning even if you consume a small amount of alcohol, you are not permitted to operate a motor vehicle. This is in stark contrast with American culture, as most Americans are taught to drink responsibly, a common misnomer. Marines living on Okinawa must plan accordingly if they desire to consume alcohol while having a night out in the local town. As one participant discussed:

Even a lot of the rules and restrictions that I'm starting to see all ... My wife, she wanted

to go further south to go salsa dancing. Of course, this is about an hour away from where

we live, so she wanted to go, but honestly, the restrictions kind of prevented us from

going down there and actually enjoying our time. So, it was bad, but we got over it real

fast. You know, we're just going to have to plan accordingly to maybe go another time

and then just find somewhere else to go. (Participant 6)

Family goals persuade service members to make career choices that strengthen their family financially or scholastically. Most service members interviewed consider Okinawa to be one of the best places to raise a family because of the unique cultural of Japan, a school system funded by the DoD that is on par with most private institutions, and a crime rate that is negligible. When asked about extending his tour of duty on Okinawa, Participant 3 stated, *yeah, actually, if I could stay here, I would, and I actually did accept to stay here primarily because of the money and two, because it's just a great place to raise a family.* Overall, Okinawa's benefit

to service members differ depending on family dynamics. This does not differentiate between marital status, rank, or age. Additionally, the liberty policy does affect some decisions based on family living, but exclusively it does little to affect critical decisions that would affect a family long term.

First impression

The first impression of arriving to Okinawa was the biggest precursor to understanding how each participant, over time, developed acceptance or resentment toward the rules, regulations, and environmental stressors of toward their family and work dynamics. Moving overseas presents numerous fears, and for most E5s and below interviewed for this study, the fear of the unknown is shaped by how they were welcomed to the island and received by the command. These issues were captured in the fourth interview question, which asked for a detail account of their first impression of the command, as compared to today. However, the issues were isolated to married service members, and senior enlisted and officers (E6 and above).

> *My first impression is my current impression. The guy that was supposed to be picking me up from the airport came late. Then the dude came with one car…the shit was small. I'm here with a wife and kid, and this guy wants me to fit in this tiny car. Man, I just said no and got a cab. Then I check in to my unit and I wasn't given no time to get my family situated… for a while I blamed coming here for getting in trouble. The only thing that changed is I look to myself for comfort. No one took me under their wing to show me how things are and what could hurt me and my family. I blame myself…when before I blamed others for this misfortune. (Participant 3)*

There is additional overlap with first impressions of the command and the command's sponsorship program, a policy indirectly examined in this research, but nevertheless a policy run

program that is intergraded in the discussion. Several service members spoke vividly about their initial arrival to Okinawa, and how their expectations were dampened by the command's inability to provide someone motivated enough to address their initial needs; whether those needs were information and/or resources, or travel accommodations for self or family. Similarly, this issue was isolated to service members E6 and above.

> *So…so, things could be better today. The bright side…things could be worst. We're overworked but coming here you don't know shit. When you see the light at the end of the tunnel you know time here is limited. Man, you come here, and you don't know anything. You come hungry ready to work. No one tell you if things are a mess. The guy that left, the guy I took over for brought me on. But I think back, and this dude was the problem. Here the thing, it wasn't his fault. The dude was burnt out and overworked, and you ask this guy to take care of me and get me spun up? How? Man, this guy was waiting to hit the door. This dude didn't care about me, he was ready to get the fuck out of here. Am I mad…yes, but do I blame him for not working….fuck yes. But am I mad…nope. Cause I see it every day. These people are looking for a Savior man.*
> *(Participant 10)*

Emotion-centered decision making

Emotion-centered decisions are actions that have, create, or require high emotional discretion before committing to action. All participants referenced some emotional element that initially guided their decision to engage in a specific action that supported their family, career, organization, or workplace subordinates or superiors. Additionally, rational thinking was limited in this regard which is often hindered due to emotional compromise. Examples of this are

documented among three participants; specifically, Participants 5, 6, and 7, who addressed the 12th question, which asked if they would be willing to stay with their current command.

> *And even with that, as you wrap this up, will I stay with this command? Absolutely because of the people that are here. If you asked me this question maybe two years ago, I would probably say not really. No. But yeah, because of the people that are here now I would definitely, definitely, definitely stay. And that's it. So thank you. (Participant 5)*

From a difference perspective, one Marine desired to stay, but because of the command's location (northern Okinawa) he decided that his personal comfort was more important.

> *That's a kind of tough one, right? Because the command is good. It really is good. But no. If I was given a chance to stay with this command, I mean, yeah, I would stay. But the problem is this command is here, this command here. And because it's here (Camp Schwab), I would have to say no, that I just can't. I mean, it has nothing to do with anything else, but I am ready to go. So, and this was only a temporary thing, so yeah, that's it. (Participant 6)*

Participant 7 echoed a similar sentiment of Participant 6. Although he explained that the command's operational tempo leads to burnout, he drew a similar connection that is common with camps in northern Okinawa.

> *I wouldn't stay with the command because the command is part of the problem. I think. Not only do you have all these rules and regulations, and you're working people like a dog, but on the weekends, I just can't come and go as I please. If you're gonna work me like a dog, at least when it comes time, just let the leash go and just let me run off. I'm going to come back home, you know that. I have nowhere else to go, but just let me ... What really can I do? You know? (Participant 7)*

Occupational Satisfaction

This study revealed that several factors can impact job satisfaction. These factors include on-island reception, organizational culture and climate, leadership trust, and levels of responsibility. Several participants acknowledged being overworked, inadequately tasked, or improperly staffed and/or equipped to complete their job/mission. Altman (1975) made a direct assessment of psychosocial elements in the environment that are beyond individual control that directly influence job satisfaction. Altman's (1975) assessment is congruent with this study's findings that uncontrollable environmental factors can negatively affect job satisfaction. This included the level of work-related stress, burnout, recognition and advancement, and organizational culture and climate.

Similar to Pflanz and Sonnek (2002), this study had congruent findings from assessing work-related stress and social dynamics within the environment. Although Pflanz and Sonnek (2002) found that work stress negatively impacted family and interpersonal relationships, service members actively used family as a source of motivation and encouragement when experiencing work-related stress. This study found that most service members leaned on their family as a source of strength and motivation during trying times in their military career. Additionally, many service members shielded their family from environmental factors that could be disruptive to their relationship dynamics, causing additional stress at home. One example is long working hours. While most service members participating in this study worked between 10 to 14-hour days, families were often shielded from their absence. Regardless if they felt fatigued from a long workday, service members would schedule time to cook, play with their kids, talk to their wife, or call home to speak with distant loved ones. These actions directly mitigated the effects felt from enduing stress at work.

Although some provisions in the policies examined in this study were found to have an effect on job satisfaction; this affect was all inclusive with other aspects in the environment. The findings of this study align with Pandey and Asthana's (2017) assertions that organizational policy and job satisfaction can be disruptive; however, their purported link only applies to policies associated with their occupation. These findings were considered weak, because job satisfaction reflects numerous variables at play that were circumstantial, subjective, and perceived differently by each individual. Furthermore, there was a lack of consistency with some provisions and the purported effect on different participants. For example, single service members E6 and above forced to occupy government quarters at the commander's discretion referenced their living arrangements when expressing their feelings toward the command. However, when service members referred to their command, the context of this term was an all-inclusive element used when generalizing their tour of duty on Okinawa. Since Okinawa and the term "command' was used interchangeably, the value devised for job satisfaction was subjective, depending on different environmental conditionals including location and living accommodations. Additionally, belonging to a specific command was not a factor that was predictive of job satisfaction, but rather policies that affected the organization's culture was a good predictor of satisfaction in the workplace (McFadyen et al., 2005). This example was akin to senior enlisted personnel patrolling the barracks on weekends prior to the curfew deadline, to ensure personnel accountability. While this may serve to deter curfew violations, it did little to foster an environment of self-actualization.

Johnson et al. (2005) studied the psychological implications of work-related stress and found that job satisfaction is linked to multiple facets of the organization, including culture, climate, happiness, organizational success, profit margins, and retainability. Similarly, this study

provides a viable connection that the maintenance of organizational continuity is linked to job

satisfaction and retaining qualified personnel. Several factors were found in this study that offset

negative job satisfaction. First, 9 out of 12 participants mentioned work-related stress in some

form, whether being overworked, incompetent leadership or subpar performance of colleagues.

Within this work dynamic, working relationships with colleague, postive command climate

and/or culture was found to have a strong effect on countering the negative aspects that affect job

satisfaction. Comparing Marines that had postive working factors and working between 10 -14

hours days compared with service members within the same working hours that lacked a positive

working environment, Marines with postive environmental working factors stated that they were

more inclined to stay with their current command. Overall, this study could not establish a

definitive link that job satisfaction was affected by the III MEF liberty and/or BEQ regulation.

Career happiness

Throughout this study, career or professional dynamics was mentioned while referencing

the word happiness or some form thereof: joy, love, good. Most participants who experienced

positive career development had a postive appreciation for Okinawa and the rules and

regulations that govern service members. Based on a collaborative understanding of each

participants' meaning of happiness within the professional landscape, career happiness was

determined to mean joy in or at work, having responsibilities equal to or greater than a

participants' rank or personal self-worth, and/or acknowledgement that leaders within the

organization recognized their direct effort and/or contribution to the overall readiness of the

command. The first participant interviewed depicts career happiness as a processive event, ever

evolving with experience and gained trust:

Initially when I got here, I was assigned a very easy task of just preparing food and you know, yeah, it was the same thing every day. And I was very unhappy. What I did, I told my family back home, 'This is not what I signed up to do.' I had no idea that I was to be doing something so simple and I felt embarrassed that what I'm doing here does not meet up with what everybody else is doing at home. Going to school and making a living actually working. So, I felt really sad and really down and depressed about what I did. Now that I've been here a little bit, I have been getting more responsibilities and leading different efforts and cooking. So, I am happy about that. That as they see me progress within myself ... I'm happy about the job that I was assigned and trust how that was given. Looking back now, I can say that the job that I was initially given wasn't hard enough for me. (Participant 1)

Furthermore, as one moves from increased rank and responsibility, Marines realize they have a greater understanding of methods that teach growth and accountability, as she later explained:

I understand where a lot of my leaders were coming from in assigning me this task. Now today, as I look at this, I can see that yes, I've been given a lot more responsibility, but that is because, you know, I came here as one rank and now I'm another. So I'm really happy about that and I really look forward to progressing as things go on.
(Participant 1)

Career happiness is ever changing landscape, affected by continuity and influenced by the environment. As one participant detailed, the love of a particular career can change when you negatively perceive your self-worth within an organization.

We all were policemen. As time grew on, I'm still doing the same shit. Yeah, it's what I signed up for, but I don't know, I kind of hate it. I mean, there is no action. It's a

relatively boring field, and especially where we are, the highlight of our day is probably

answering a traffic accident or going to someone's home, you know what I mean, and

answering a domestic abuse or something like that, so it really gets old after a while. It's

the same thing. It hasn't changed in over a year in what I do, and I'm just now starting to

realize that it's really boring. (Participant 2)

Although there is an overlap between emotion-centered decisions and career happiness, participants exhibit emotions that are the byproduct of their decisions. Younger service members, although they choose a specific career field when joining the military, do not know the specifics of their job until they arrive at a gaining command. Most have little to no control over their career progression until attaining a certain rank, typically E5 or higher.

And again, that goes on what I was told initially of joining and everything else. And I

thought that I was just going to have all this responsibility, all this stuff, move up through

the ranks, and I didn't. That didn't happen. And even to this day, I'm still pissed. I want to

get out. I want to go, but I still have a lot of time left on my contract. Thank goodness I'm

leaving Okinawa real soon…headed to Cali (California). That's my only saving grace,

I'm leaving. (Participant 3)

Overall, career happiness overlaps with environmental causalities of camp location with additional factors beyond most participants' control, such as the context of their job. While some participants have negative work experiences, most provided postive examples of coping skills. Additionally, most participants stated that the liberty policy and the current BEQ order does not interfere with the enjoyment of their designated coping strategy. Since most participants enjoy video games, physical activies such as running or the gym, or various water

activities around the island, such as snorkeling or scuba diving, career happiness may only affect personnel continuity and the command climate.

Personnel continuity

Personnel continuity is deeply connected to organizational readiness and the success of the mission. Several participants explored this factor by recounting initial concerns of joining the unit, defining their role within the organization, and understanding the importance of their conduct to the unit, Marine Corps, and U.S. However, negative experience with any of the aforementioned themes seemed to negatively impact the participants' decision to stay with the command to which they belong or Okinawa in general. This was derived in questions 11 and 12 of the interview which asked: "If given the chance to stay in Okinawa; would you; and, if given the chance to stay with your current command; would you?" These questions were developed to probe different external factors affecting self-actualization. Furthermore, these questions were formulated to probe any direct and/or indirect factors that were present to sway decisions. As one Marine recounted:

> *Would I stay here? No, absolutely not. The workload is ... It's not for me. What they ask*
> *of you is not for me. And I think if leadership, and I'm talking about the tippy top*
> *leadership, if they're asking, if this is the mission, but yet if they're not working as hard as*
> *me, if not harder, I have a problem with that. And I see it, where I sit from.*
> *(Participant 7)*

Additionally, one Marine recounted his emotional experiences with living on Okinawa, but specifically, the uniqueness of living on Camp Schwab and how the separation, loneliness, and isolation gives him a unique perspective on time. His statement overlaps with his argument in emotion-centered decision making.

(Laugh) No. I guess I really can't explain it. Maybe I just want the freedom of movement. I don't notice it because I'm here and I don't let it bother me. But kind of like a prison sentence, I think, where my time is up, I just want to go. I want to leave here. I'm kind of done with the organization just because it's not what I thought it would be. So that's why. I want to go to school. I just want to do other things. And this was a steppingstone for that. I guess my reasons are selfish, really. (Participant 8)

Even commissioned officers can feel resentment toward additional service on Okinawa. Although not directly related to any specific policies stated in this study, localized command policies give commanders the discretion to dictate the living arrangement for single Marines. This lack of freedom over one's living agreements was the blunt of this Officer's decision to discontinue service on Okinawa. When ask of his desire to stay on Okinawa, he shared this:

Hell no! Why? It's obvious. I lack the freedom over my personal life. I live in the barracks. Yeah…I live in the barracks. To me, isn't that one of the hierarchy of needs, shelter? Yeah…I have it, but it's where it is. I don't know, with ... Man, would I stay with it? Nope. (Participant 9)

Not all Marines shared the same sentiment toward discontinuing service on Okinawa. One Marine shared a unique perspective that focused on the inability to foster a social connection with the opposite sex.

Oh, given the chance, would I stay here (Okinawa)? Yes…if I can leave this place. Hey, it's North, it's isolated. It's just not a good time. It's not. It's not around life. It's not around ladies. You can't really have a social life here. Yeah, I would definitely get the hell out. Well, I'm sorry, I would definitely stay if I could leave this place. Does that make sense? (Participant 10)

Returning to a previous topic, career happiness is tied to personnel continuity. Although Participant 3 acknowledged a clear distain for his job, when later asked about continuing to serve on Okinawa he admitted that his decision was less than emotionally driven.

> *But if I could do it all over again, I would stay. I love the money and some of the people that I used to work with are great. The new people, not so much, but some of the people that I used to work with, they were awesome. They really took care of me. The command, not so much. No, no…After I got in trouble, they just treated me like trash. A lot of people did, so I would stay here, but only if I could get the hell out of this command, and go somewhere else, and just start fresh. You feel me? (Participant 3)*

Overall, occupational satisfaction is a subjective scale, affected by the person's needs, desires, comfort, and autonomy. The "affect" of self-actualization guides the thought process and brings forth a cultural array of organizational obedience and long-term environmental safeguarding against organizational integrity by reinforcing emotion-centered decisions. In this situation, reason and logic becomes subjective, even though commonalities are present among a large majority of participants.

Psychological Effects

Psychological implications were compounded, overlapping with every theme and category examined in this study. The disposition of psychological adaptation provided an important conceptualization of situations and circumstances within the environment that fostered resiliency and coping skills that can directly affected III MEF's mission. The effects of being overworked, stressed, burnt-out, or reducing autonomy was linked to negative emotional expression toward the command and the participant's role within the mission. Overall, every participant experienced some factor that caused various degrees of discomfort. However, most

developed a personal solace that showed a brighter side from their discomfort. Additionally, the BEQ regulation not the liberty policy, caused the most discomfort for service members. Seven out of eight service members occupying government quarters referenced bachelor living in a generalized negative context. Many of these service members found other methods to foster resiliency and cope with their discomfort. However, some that experienced work related difficultly in addition to discomfort with their living accommodations expressed the harshest words toward their command, feelings toward their tour of duty on Okinawa, and their role within the organization. Saranya (2014) conceptualized the foundation of emotional fitness that shows when people are happy, they will work hard to commit their efforts to the organization's mission.

This study demonstrates the importance of creating policies that adhere to organizational culture. Understanding psychological implications are important because degrading job satisfaction and increasing occupational stress can emotionally compromise personnel causing absenteeism, burnout, depression, and increased anxiety (Marcus & Quester, 1985). This study found that emotional strength was impacted when service members first arrived on Okinawa. The level of impact depended on satisfying the service member's initial needs and the degree these actions worked to minimize their initial stress. Participants that received warmth and openness from their command sponsor reflected that the experience alleviated stress while promoting a cultural dynamic that put the service member at the forefront of the command and mission. According to Meinhold and Malkus (2005), constructing cultural dynamics in this manner the institution facilitates self-efficacy, and the pursuit of personal goals and perseverance by prompting individuals to challenge themselves by setting higher standards. However, the

premise of self-efficacy must be supported by the environment to cultivate the belief of self-determination and motivation of goals and aspirations (Meinhold & Malkus, 2005).

As each participant's intimate account of their feelings, wants, needs, and desires was examined the results of their actions begin to unfold. This theme was constructed using a premise that shows the end results of decisions exponentially denoted as (a), factoring the actions denoted as (b), compounding desired results (c), where the entire process is influenced by the motivation that led to choice and action (d) (Figure 3).

$$\frac{a/(b) \times c}{d}$$

Figure 3. Psychological equation of emotional influence

The results affect how one make decisions based on previous related outcomes. Overall, a psychological effect is the process of learning, in all regards, whether painful, purposeful, or pressured.

Fear of the Unknown

A common aspect of military service is that one day all Marines will endure the change of relocating to a different duty station. Commonly termed a Permanent Change of Station/Assignment (PCS/A), Marines relocate based a variety of needs of the Marine Corps from possessing a critical job, to aligning an ability with a manpower shortfall for that region, or simply being promoted, therefore inadvertently removing them from serving in the previous billet they once held at that rank. Whatever the reason, relocating self and family can be a stressful situation.

Several participants referencing fear, or similar emotions upon receiving notice of relocating to Okinawa. One participant referenced her fear as an unknown expectation of

arriving to her first duty station to embrace an organizational concept that was still relatively new:

> *When I first arrived, I was a little scared. I didn't know what to expect with the command and everyone that was around me. I knew I was going to be away from family and friends, so I didn't know what to expect. The fear of the unknown was real to me. (Participant 1)*

Another Marine referenced fear as an apprehension of embracing personal change. Often, Marines learn more about themselves upon leaving a duty station and carrying the newly gained knowledge and occupational expertise somewhere that desperately requires it.

> *I've been here going on three years now. When I first arrived here, I should say, I didn't know what to expect. When I first checked in, I inherited a lot of problems. I didn't know who I could trust. I came from a different place where I didn't really trust people. And when I left that place, I realized that wasn't a way to be. So, when I initially came here, I knew that I needed to trust people. I knew I needed to talk; I knew I needed to be open. And so, I tried that so if I had to say how I feel today, of course, three years later I got here, which is today, I don't regret anything. I don't regret trusting my gut man. This place, Okinawa can make or break you based on one mistake. (Participant 5)*

Similar to Participant 5, Participant 10 found himself in a similar situation merely by happenstance.

> *Yo, I got here right, and then as soon as I checked in I was told I'm being moved because the guy that was there before at the <command> was removed because of a DUI. Now, I'm uprooted and sent to the <command>, which is fine, but I literally didn't know what I was walking into. I was crazy stressed, I couldn't go to the gym, I didn't enjoy doing*

anything because I was down. I can come to terms with that now…I had to talk to myself

and ask 'how do you feel' you know? Taking ownership of feeling a certain way helped

me to take control over that situation. You have to come to terms with fear, or whatever,

and how that makes you feel. (Participant 10)

Although fear in most cases was occupationally centered, some referenced fear or similar

emotions regarding their family's ability to acclimate to Okinawa. Family forms the bedrock of

a strong military career. Just as a military dependent needs their spouse to be a strong provider,

the same can be said about service members depending on their spouse to be a strong loving

caregiver in their absence. This notion is captured in the words of this young Marine:

I got married right after MOS school. My wife was 19, and she never been outside of

<town>. We talked about her moving here, but I'll be honest I was nervous about that.

Don't get me wrong we have a good relationship, but I had to think about her moving

here long and hard before I pulled the trigger on that move. Oki (Okinawa) ain't for

everyone, people go crazy here with all the rules and shit like that. (Participant 3)

Overall, several factors can complicate life overseas, even factors that could be

considered self-induced, such as fearing about something out of one's control. Although

mentioned only briefly, policies were generalized as an aspect of life on Okinawa; policies are all

inclusive of living here.

Cultural Fit

Previous literature provides numerous links of cultural influences on beliefs. Thomas et

al. (2018) found that cultural connections are extremely beneficial for organizations to establish

early when people are relatively new to assist in a seamless assimilation. This study found that

the first impressions often influenced service member's perception toward the command and

their future colleagues. Many service members stated that their personal feelings toward the

rules and regulations were directly associated with the methods used to mitigate misconduct.

Service members that believed a command handled rule violations in accordance with what they

believed to be a fair disposition of the commander's power, viewed the rules as reasonable and

fair. Fullan (2001) made a similar observation that people would align with cultural expectations

when their freedoms were acknowledged and preserved within the cultural approach model.

However, Fullan (2001) left out an important assessment that the cultural expectation has to be

considered fair. This study's results point out that in most cases this was a subjective

assessment, often influenced by a variety of direct and indirect variables. Thus, what is

considered fair to someone might be considered unfair to others, depending on rank, age, sex,

location, or job. Although most rules and regulations apply to everyone, one demographic (E5

and below) was affected more than others (E6 and above). Culturally, a common consensus is

the rules and regulations of Okinawa are needed to preserve the strategic partnership between

Japan and the U.S. This has historical implications from the 1995 rape of an Okinawan girl by

three service members. This charged the tide of that partnership, straining the relationship and

almost expelling U.S. forces out of Japan. The literature does show that people can become

attuned to order without the presence of policies, if the purpose of rules are directed by cultural

norms and values of the organization (De Young, 2000). However, no other methods have been

examined to combat the perception that rules are needed to curb misconduct.

Organizational Culture

The cultural foundation of an organization is important to the mission as the weapons and

equipment Marines will carry onto the battlefield. Furthermore, this study showed that several

participants agreed that organizational culture is initiated from the top, and emulates downward

as each commander, commanding officer, and section leader's intent is disseminated to the lowest subordinate. Statements that revealed, *<Commanding Officer> is always present, the dude lights up the room (Participant 6)"*; or, *hey it's crazy that a CO comes around, shakes your hand, and give you a big hug. The guy makes you feel as if you matter. He did this even after I fucked up (Participant 3)"*; and, *I never seen <Commanding Officer>. I see the Company CO, but never <Commanding Officer>. I couldn't tell you how he looked if his picture wasn't on the wall (Participant 12),* shows difference aspects of leadership and the worth Marines place on knowing their value within a commander's intent. Overall, organizational culture fosters a climate that effects everything from productivity to job satisfaction regardless if aspects of the environment surrounding the organization causes some discomfort.

Reception and Acclimation. Marines stationed on Okinawa are considered forward deployed in our nation's defense. As such, Okinawa has a high flux of personnel coming and going within a given year. For many, the unknown expectation of living abroad in a foreign country can be intimidating to anyone from young Marines, to seasoned leaders, and especially dependent family members. Thus, the reception service members and their family receive upon arriving to Okinawa was found to be a critical aspect regarding how service members acclimated to the island, but moreso, how this reception influenced their thinking, beliefs about the command, living standards, their behavior, and the rules and regulations that govern them. Seven of the 12 participants categorized their arrival to Okinawa as stressful, painful, horrible, awful, or bad. Of these 7 participants, five added that these feelings were later eliminated because someone within the chain of command assisted them with the various tasks, processes, and ordeals that ultimately alleviated their emotional response from the PCS/A. According to Participant 4:

So yeah, initially when I got here, I was like, 'Cool, you know, I can do this.' But my

whole family was stressing me the hell out. A friend of mine really helped out because I

didn't know shit about this place, and you know how it is man, coming here at the drop of

a dime, and all the out of pocket money too. Anybody would lose it if you didn't have help

on the front end. You can't do it alone.

Another participant acknowledged the fog of unknown beginnings and responsibilities however,

important enough, this participant highlights the importance of shaping ideals into a culture of

paying gratitude forward.

We didn't know what was going on or what we would be doing, because nobody told us

anything. It was silly and stressful. And then when I got here, and this kind of answers the

fifth question as well, I mean, I was given a lot of responsibility and it was really hard

learning. A lot of faith was put in me from the very beginning. So other than that, I really

have no real issues about... Everybody's friendly, everybody's kind. So, I mean, it's just

one big family here. (Participant 2)

Finally, two participants acknowledged the importance of knowing what they were walking into

as a new member of the command.

When I first arrived here, or rather even before, when I first got orders, I asked to come,

a big career decision for a lot of things that I wanted to do. I knew that taking a billet

here with this command would definitely help me. Now, coming here and working here, I

will tell you that my predecessor didn't do a lot of things. A lot of things have to be fixed;

a lot of things have to be corrected. It's a lot of work on my part. The big thing is I just

don't have the help. For a lack of better terms, I feel like everyone around me is kind of

incompetent, and they don't understand the importance of what we do. (Participant 10)

Similarly, another participant stated that failing to comprehend the magnitude of the workload contributed to early burnout in his tour of duty. Again, these ideals shaped the way people understand themselves as part of a bigger objective of operational readiness.

> *I've been here a little over four months, about five, maybe six. I'll just say six. To answer question two, I guess I didn't really know that I was coming here. I didn't know. I was so confused. I didn't know why the monitor would move me. I didn't know why I couldn't stay. I was just very confused why I had to leave, but I did what I did, and I prepared. Today, I can say that I guess I'm okay. If I did have, I would feel really... I feel overworked. I definitely feel overworked. And that's just being here six months, I definitely feel overworked, but I like the people that I work with. So, I think that that's the only good part for this right now is the people I work with are good, but it's just we're really overworked. (Participant 11)*

The remaining participants gave a neutral response to their move, categorizing it as good, okay, or fine. Overall, responses that had a negative undertone was found to negatively attribute to adverse interpretations of the unit's organizational climate.

Organizational Climate. Organizational climate is the byproduct of a unit's culture. Understanding organizational climate had a strong role in assimilating outsiders into the group or part of a unit. Postive experiences that connect new service members with the unit was found to directly impact service member's perception of the command. For example, Participant 11's negative experience influenced his view of a long-term working relationship with his command. When asked about his personal view of his command, although hesitant, he attempted to verbalize his emotions only to internally weigh both pros and cons of life with his unit.

The command? You know what…I don't know. I don't know. Because some of the people

are good, some aren't…it's just one of those things. How about I put it like this? When

it's my time to go, I want to go. How about that? I don't want to stay here any longer than

I have to, but I think if I can just leave this place, maybe I can have a different opinion.

So, I'll leave it as that. (Participant 11)

There is some distinction between good experiences that commend the command and those that

sour an individual. For example, Participant 5 categorized his first experience on Okinawa as: *I*

loved it when I initially got here. He followed up this statement by expressing how his current

feelings compare to his initial feelings, stating: *Not so much today. And that's partly on the*

leadership that I have. Toward the end of his interview, it was clear this Marine went through an

ordeal somewhere in his current stint on Okinawa; however, regardless of any negative

experiences, the organizational climate had an influence on his position with his unit. This is

presented from the following statement that overlaps with emotion-centered decision making:

And even with that, as you wrap this up, will I stay with this command? Absolutely

because of the people that are here. If you asked me this question maybe two years ago, I

would probably say not really. No. But yeah, because of the people that are here now I

would definitely, definitely, definitely stay. (Participant 5)

Maintaining Good Order and Discipline.

All participants were asked if the method(s) their current unit used to maintain good order

and discipline was on par with the severity of offense. Seven out of 12 stated things were on par;

however, nine out of 12 (four from the original seven) stated that the current policies in place

were egregious in some form. The commonalities with this theme were the perceptions of the

curfew, planning for outings, and understanding the organizational mission on Okinawa.

Curfew. The curfew consisted of two selective codes: Trust your Marines and manufactured dilemmas. This theme, by far, cataloged resentment, confusion, and misunderstanding in 8 out of 12 participants interviewed. Furthermore, language such as criminal, silly, horrible, and unreal, were used to describe feelings toward having a curfew. One participant stated, *we have a curfew because <military leader> don't trust us. They think we gonna do something stupid, when in reality I think the people of Okinawa would eliminate the curfew. You know how much money we generate for this place (Participant 7)?* Additionally, another participant provided information to deal with the annoyance of the curfew by exploiting a well-known loophole.

> *I don't understand the point of a curfew, I mean I do understand why we have it, but it's totally pointless and let me tell you why. If I want to go by my chick's house or hang out all night, I put in for special lib (liberty). It's kind of like the TSA prescreen, you sign up and they know everything, I mean you don't tell them everything, but they know most of what they need to know, like where you go. If they don't trust you, they don't let you on special lib. Stupid right? But if you have a proven track record for staying out of trouble no one questions you, and you can do your thing (Participant 12)*

Senior ranking Marines gave a different perspective of the curfew's affect. Although senior Marines, E6 and above, are not subjected to the provisions of the curfew within the III MEF/Liberty Regulation, they are limited by the 0100 stipulation of vacating all establishments whose primary business centers on the sale of alcohol. When asked about the effects of Okinawa-centered policies on his life he stated:

> *If I was stateside this wouldn't be a problem. This is one of those things I guess we learn to live with and tolerate. So back then I did, I hated it. Now it's just one of those things*

where you learn to live with it. You learn to say, 'Okay, well, hey, it's a Friday, got a six pack and we're just gonna sit here and Netflix it up.' You know what I mean? Yeah. And so even with that said, none of the rules have really affected me. If me and the wife were going to do some things, we just plan. So, nothing really has affected us, to a certain degree. (Participant 5)

Additionally, another senior Marine shared a similar sentiment toward the curfew stipulation within the III MEF/Liberty Regulation.

Not necessarily, I say, I would say it affects your life, but it guides things a lot. You don't notice it until you think about it, does that make sense? So, it's not there. You don't really see it. And we're not affected like the younger folks…junior folks. But it is one of those things that, it is there, it is there. And no, personally, I mean, it hasn't affected me. Not one bit, no. Because again, I'm not really subjected to the same rules and regulations as individuals of a junior grade. I mean, the DUIs and the stuff like that, I mean, those rules exist everywhere. But the big ones, the curfew, the out of bounds and stuff like that, no, it really hasn't affected me. (Participant 6)

There were different attitudes toward the liberty policy when comparing Marines from the southern and northern camps. Although a significant number of junior Marines interviewed held a negative position toward the Okinawa curfew, senior Marines at southern camps were generally neutral. However, when examining senior Marines at northern camps their answers differed. They did not describe their feelings toward the curfew or violations, but they described a position based on how their thinking has been conditioned as a Marine over the years dealing with orders and directives they come to disagree with.

You sometimes hear the ol dogs of the Corps say, 'nothing good happens between the hours of 0100 – 0500.' Honestly, I think it's the same fool that has the idea that a 0100 curfew for bars was a good idea. If I had the power I would ask, 'what is the science behind your decision for a 0100 curfew?' Just some stupid fucking idea, and they only hurt the younger guys. You think some of the older dudes that been here a while, a while, plus have Japanese friends follow that bullshit? Come on dude, be real. The smart guys know where to go and what to do to enjoy themselves, but I'm not saying I do that, I just know. (Participant 10)

Similarly, another Marine stationed at the northern camp gave a similar rendition of the curfew's affect and how he deals with the matter. What is important about this statement; however, is the focus of his argument is motivated by sex.

The libo (liberty) policy affects everybody. No matter who you are, it hits you somewhere. But look at this, I live in the barracks, and I can come and go as I please. No one questions me if I go out, no one questions who I bring over, no one questions me about anything. Now ask yourself this, I'm a young Marine just having fun, I'm doing everything right… everything. I got a cab out, I had two drinks, we just having a good time. Then I meet somebody and want to go have more fun at a different club, or I wanna bring her home. Hey who gives a fuck right…we're adults. But…but…what is my choice? Let me guess, go home because I'll get in trouble if I don't come home. No man. I want to have sex. So, this is what these young dogs put up with. They are grown ass men, if they not killing someone or doing something fucked up leave them be. That's the bullshit my friend. (Participant 9)

The barracks. Four themes emerged from the open source coding of living conditions, including two that overlapped with other themes; curfew and social connections. Eight of the 12 participants interviewed currently live in the barracks. Two of the 8 participants living in bachelor's quarters are considered senior Marines by grade, E6 and O3 respectively. Although bachelor living is mildly mentioned in the III MEF/MCIPAC Liberty Regulation, overall, bachelor living was mentioned as negative due to the standards living and arrangements, the lack of privacy, and perverse treatment of occupants living in bachelor quarters. Overall, five out of 8 bachelor occupants gave a negative response regarding their living situation, three participants gave neutral comments, and one made no mention of his living arrangements.

There is an intergraded relationship with the liberty policy and bachelor living. This exists because enforcement of the liberty policy begins at the barracks. Liberty cards are held at the duty desk, and if Marines intend to leave the parameter of the barracks, they are required to sign out with the non-commissioned officer (NCO) on duty to receive their liberty card to have the ability to leave base. One participant categorized living in the barracks, *as living with 20 mothers and 100 fathers, each with their own personality (Participant 4)*. Furthermore, when asked about living on Okinawa, he made a distinction between a culture that is determined to prevent poor behaviors that staff non-commissioned officers (SNCOs) often go to great lengths to hinder.

> *I'd rather live in a box than the barracks. It sucks. On any given weekend SNCOs are*
> *roaming the halls. They knock on your door to 'see what you doing', or…or…or 'how*
> *you doing' which it total bullshit. Then if you stand in front the door, these people try*
> *to come in and look around, like we don't know what's up. Then let you go out,*
> *don't…don't matter that you coming in on time to beat the clock, but these people*

(SNCOs) be right there. And God forbid if your smashed (drunk) they be all in your face,

asking who you went out with, where you been…(sigh). I can't wait to leave this place.

(Participant 4)

Additionally, there was a notable mention of a lack of comfort. Most Marines E4 and below will have a roommate, because the limited number of available spaces does not permit Marines within these grade parameters to reside alone. Furthermore, attention was given to the lack of care and upkeep of the living quarters by the facility's manager.

But if I say one thing, I will say the way I live, I hate having a roommate. I hate people

coming in my room telling me what to do. We run out of hot water, or we won't have any

for a week here or a week there. There is no way to get rid of the roaches, they

everywhere. The people I live next to are pigs, you wouldn't think girls can be trifling,

but they are. I just hate that…it bothers me a lot. (Participant 1)

The northern camps presented a different approach to behavioral accountability. Specifically, the surveillance systems located in each barracks. Although northern camps are not the only camps with surveillance systems, many participants stated that the cameras complicate life and reinforce the stigma of intruding on barracks life.

I mean you really can't get away with anything here. I mean, there's cameras in the

barracks. And those cameras aren't there to [inaudible] though. It was, cameras are

there to... Those cameras are there to watch us. If I paid rent, yeah then, I want

cameras…give me a gated community (laugh) kind of like we got…but. We're under

surveillance in our home. (Participant 11)

Rank does not preclude Marines from dealing with barracks life. Single Marines, E6 and below, must occupy government quarters. This policy is mandated by the Marine Corps, unless

there are limited rooms available or no bachelor quarters are located within the vicinity of the

unit. Additionally, each commander has the authority within their unit to authorize the receipt of

housing allowance to single Marines to reside in off base private quarters of their choosing.

However, on Okinawa all single Marines regardless of rank must reside in the barracks, unless

permission is given directly by the commanding officer. This permission is usually based on the

time the Marine has been on Okinawa, the Marine has established trust and confidence within

his/her leadership, or there is special consideration because of specialized needs or circumstances

regarding housing on base. However, some commands do not permit single E6s and above to

reside off-base, regardless of the situation.

> *Man…<command> finds a way to touch my personal life, in any way. I'm not really*
>
> *personally affected by the libo (liberty) policy. Like I said, I just have that one mark,*
>
> *living ...even as an OIC ... in the bricks. That's what I have issue with. I'm not happy with*
>
> *that. I used to make a good amount of money with my housing allowance, but now I took*
>
> *a hit. I came from San Diego, had a roommate, making a killing on my take home. So, the*
>
> *policy…who's ever policy that says I have to stay here is ridiculous. Man. you have*
>
> *single Lieutenant Colonels living in the barrack. Like why (laugh) don't matter who you*
>
> *are…you single? You better take your ass to the barracks. (Participant 9)*

Adjudication of Disciplinary Infractions

An important aspect of policing a military unit is accountability for all personnel under a

commander's charge. Every commander has tools at his/her disposal to address minor

disciplinary infractions from non-judicial punishment (NJP), official counseling (commonly

called as a 6015, named after paragraph 6015 from the military separation and retirement

manual), or extra period of instruction (EPI). The participants of this study were asked how their

command addressed disciplinary infractions, and if the command addressed infractions in a fair manner. Half (seven out of 12) believed their command addressed most infractions fairly based on the quality of the offense. However, there was a disparity among those who believed that liberty- or barracks-related policing was fair, especially since these policies are inclusive of Japan and nowhere else in the Marine Corps. Overall, most participants agreed that drinking and driving is handled fairly.

> *I think a lot of the drastic measures that we see comes from people constantly breaking the rules and doing what they want. Like fighting and getting DWIs. I think that they handle it good. They do a lot to reward us. So, I mean obeying the program, it is incentivized, but it's the fact…it's the law. (Participant 1)*

There is an exception in the belief that all infractions are treated the same. When comparing ARIs against liberty violation, a few participants believe their command makes no distinction between either offense.

> *The command, they go overboard. They go overboard. I personally think so. If you get in trouble, you're going to get slammed. It's kind of funny if you think about the ancient Romans, you know, how they used to squash resistance. This is like the same way. If they crush anybody's ... If you mess up and they crush that, everybody else looking at that is going to see that and say, 'You know what? I don't want any part of that. I want my money. I don't want any part of that.' They just crush people. I don't think that it should be like that, because, it's a reason why. Now, yeah, if you fight and get DUIs, yeah, you deserve what you get, but if you're coming in late or you forget to sign out, I think the petty stuff really deserves maybe a good heart-to-heart talk, but they treat everything the*

same. Whether small, big, or large, they treat everything the same. It just makes me say if

something ever happened, I don't expect any lenience from you guys. (Participant 2)

Only one participant interviewed for this study received any type of punishment from liberty

related offenses. Participant 3 received NJP for being caught in a bar after curfew. Although he

was with his girlfriend at the time and had a ride, he was caught by shore patrol, an organized

group of service members given authority by the local commander to patrol specific areas and

report UCMJ and/or liberty violations.

I only got caught once and I got the book thrown at me, and I don't think that that's fair,

at least, not to me. There was some things that I did like doing. Now, not so much, I

just stay in my house and play video games. Because I know that I have three months left,

and if I just stay in my house and play games, I mean, at a point, at least, it makes me

happy. (Participant 3)

Participant 4 stated the policy violations responses create a revolving door, leading to the

downfall of good Marines. Participant 4 categorized the quagmire of Okinawa to many young

Marines as being under parole while in jail.

We have somebody in the shop right now, he's pending some sort of legal action. I don't

know the outcome of that, but all of it stems from the actual policies. You know, breaking

curfew. And then from breaking curfew, then you get punished, and then you violate the

actual punishments that you got because of breaking the actual policies. So, it's almost

like a snowball for some people, to where if this wasn't a problem, we wouldn't have a

problem at all, in that sense. (Participant 4)

Only one senior service member's sentiment mirrored that of most junior Marines interviewed for this study. Additionally, he acknowledged that the liberty policy targets junior Marines more than senior Marines.

> *They adjudicate those as if it was criminal. That's just the bottom line. Like I fully understand that if you're given a rule and break it, you should be held accountable. But, do we really see this as fair? If we're gonna say that, especially if we want to separate it by grade and say different people have different luxuries based on their rank. (Participant 5)*

Overall, there is a persistent construct that if rules are presented, known, or acknowledged then personnel must obey. Marines are taught that instant obedience to orders is the foundation of discipline, and to deviate from this ideology directly impacts a unit's ability to accomplish its warfighting task.

> *The command handles everything pretty good. Things are laid out there, right? And if you break the rule and then you have to pay, right? If you do the crime, you will pay the crime. Do the time, pay the crime. There we go. So, they handle it. They handle it just as they should. And obviously measures are in place for commanders to address things appropriately. You know what I mean? They have tools at their disposal. So, if they set something, I mean, obviously it's a reason. And I do understand younger guys are taught not to question things. You know what I mean? So, I think breaking the rules is their form of questioning, why does this exist the way it is? (Participant 6)*

Summary

This chapter contains the results of the qualitative analysis, connecting the analysis back to the research questions, while demonstrating consistency of the analysis with an ethnography

study. Fifteen service members were originally solicited; however, 12 participants were interviewed for this study. Interview questions were structured to examine the effects of military policy on III MEF's organizational readiness. All participants were men and women of the Armed Forces, currently stationed at various installations on Okinawa, Japan.

Three levels of analysis were developed utilizing the perceptual lens of the Humanistic Theory within the theoretical framework: (a) open coding, (b) categorizing, and (c) concept driven coding. The completed analysis was constructed into themes devised from characteristics within the conceptual framework of the Zero-Defect Theory. These themes included environmental connections, occupational satisfaction, psychological adaptation, and cultural fit. Although NVivo 12 Plus coding software was utilized during the open coding process, its auto coding function was ineffective at distilling themes that aligned with the conceptual framework. Only the drag and drop feature was utilized during opening coding, providing a beneficial means to categorize the data into meaningful themes that fit the conceptual framework. The data provides a distinctive look at life for military service members on Okinawa. All data was left unaltered to capture the emotional tone, and methods that members convey thought. This includes all language that might seem vulgar in its use or context. Chapter Five includes the summary for the critical analysis and discussion on the four themes.

CHAPTER 5

CONCLUSION

The purpose of this study was to identify factors of military policies that are counterproductive to III MEF's organizational readiness. This chapter includes recommendations based on all major findings that aligned with current literature on military culture and climate, the theories of Humanism and Zero-Defect, and psychological implications of self-actualization and autonomy. The chapter concludes with a discussion that reviews the limitations experienced while conducting this study, the distillation of the results, and recommendations for future studies that might bridge gaps in the literature.

There is an entrenched theorical component that contributes to III MEF's overall operational readiness. This component is comprised of four functional areas that include: environmental connections, occupational satisfaction, psychological adaptation, and cultural fit. Although the III MEF Liberty and BEQ regulation is linked to III MEF's operational readiness, the application of these policies is part of a larger schematic that works with the environment, military culture, and psychosomatics to motivate human behavior. Although correlation does not imply causation, the evidence does suggest the III MEF Liberty and BEQ regulations act in conjunction with other variables to undermine organizational readiness.

Interpretation of the Findings

There were no isolated factors found that directly impacted III MEF's organizational readiness. However, a culmination of factors was discovered, each acting on different environmental, occupational, psychosocial, and institutional levers to create personal turbulence in the lives of each participant. The III MEF Liberty and BEQ regulation had an influence on III MEF's mission capabilities and organizational readiness when measured with institutional,

personal, and professional factors that make up the military life and Okinawa living. Overall, policies are not a single source of influence, but rather a small element that is part of a larger enterprise responsible for unit readiness. Additionally, each dynamic that had an effect on organizational readiness overlapped with other areas of difference, depending on the location of installation, rank, age, and marital status. Furthermore, there is an inherent psychosocial influence within the environment that contributed to high levels of discomfort, including work related stress, burnout, and feelings of self-worth. There is no single factor that directly affected military readiness that, if isolated, would have a tremendous impact on III MEF's operational readiness.

Overall, this study provides a blueprint to apply policies that are considered a cultural apparatus that is steeped in a values-based system that is objective, promotes autonomy, and encourages self-actualization. There are three take-aways from this study considering the findings:

1. The environment has inherent risks that must be understood and accepted if commanders must prioritize the mission.

2. Commanders are responsible for crafting and shaping their organizational culture by balancing what is important for the mission and what is important for their personnel.

3. Commanders must acknowledge and respect the autonomy of personnel.

The environment has inherent risks. Okinawa is vital to America's force posture in the Pacific. Understandably, commander embraces tactics to combat any measure that would undermine their ability to control their strategic advantage. However, commanders cannot control their environment, only the personnel under their charge and the installation they govern. Yet, some policies attempt to control everything outside of their environment, without accepting

the inherent risk associated with living in an unfamiliar environment. This same principle is taken into account when conducting combat operations, or when putting service members in harm's way. However, commanders accept the possibility that their decision might lead to the loss of life, because there is something greater to be gained: freedom for those who depend on the service of the military. Although there are multiple means to achieve desired results to foster host nation alliance with Japan, few methods can achieve an outcome that considers the environment, and those choices can exacerbate, complicate, or improve the relationship dynamic. Since operational functionality differs depending on the command and their mission, each commander must understand the operational environment at home before conducting operations afar. The influence of the environment is the context for commanders to understand so they can govern people based on factors outside of their control that can undermine them and their mission. Commanders cannot simply force their will on service members and expect them to act in accordance with their expectations. Overall, addressing challenges within the environment will enable commanders to build a sustainable cultural foundation to address misconduct in a manner that applies humanistic decisions to develop measures to minimize negative factors in the environment.

Crafting and shaping their organizational culture. Commanders must accept that crafting and shaping their organizational culture is critical to building a foundation that supports organizational integrity. Organizational culture is a multilayered concept that involves balancing different institutional facets. This may include family, the mission, career progression, and troop welfare. Since each aspect of an organization's culture can only occupy limited space, the commander is entrusted with keeping this balanced to promote his/her intent. For example, if a commander has to allocate more effort to the mission, then he/she is reallocating energy from

somewhere else, possibly family or troop welfare. However, once the mission is over, the commander can reallocate energy from the mission back to family and/or troop welfare. Understanding this balance and accepting the responsibility to maintain it means that commanders can foster a culture of people that are willing to subject themselves to discomfort because they understand it is part of a necessary balance.

Acknowledge and respect autonomy. This study highlights the importance of acknowledging and respecting service member autonomy. Commanders must recognize that anatomy is an important concept of choice, enabling personnel to govern themselves if trust is bestowed. Autonomy is part of the principle foundation within the Zero-Defect Theory and Theory of Humanism, but why is this important for commanders? Throughout this study, several participants griped about aspects of their lives that others took for granted. The ability to come and go as one pleases, to live in the local community, or have privacy in one's domicile was important to several participants. Although autonomy and freedom have different meanings, they cannot exist without one another. Similar to freedom, autonomy is required to develop leaders capable of making decisions to better themselves and the Armed Forces. Therefore, commanders must accept, even in circumstances where they have considerable apprehension, that trust must be given to service members to carry out their intentions. This sentiment goes beyond producing policies to limit misconduct, but must lead to developing methods of leadership that acknowledge the basic needs of personnel. In short, autonomy is important to service members; however, acknowledging and respecting autonomy is beneficial for service members, commanders, and the institution to maintain trust and cultural integrity.

Implications for Practice

Commanders are presented with viable causes that disrupt organizational readiness within III MEF; however, they are poised to develop methods that suit their mission. Overall, two methods are presented to address misconduct that embraces the theory of Humanism and Zero-Defect: build the mission around the organization's culture; and, teach service members to lead by entrusting them with the organization's culture.

All military leaders are responsible for building and maintaining the ethics and standards of the U.S. Armed Forces through acculturation to our warrior ethos. People from all walks of life join the military for many reasons; however, they all embrace the notion that one day they may be called upon to make the ultimate sacrifice to uphold the freedoms that Americans cherish. It is imperative for all commanders to understand the importance of building a cultural foundation that can withstand threats to the institution's values by honoring the choice people made to join the ranks and treat them in accordance with humanistic principles of promoting self-actualization and autonomy. Although some service members might not make the right choice when deciding to deviate from their warrior ethos, the method commanders utilize to address misconduct should come from its cultural principles.

Additionally, commanders are responsible to provide and instill knowledge to personnel to combat environmental factors that could negatively impact organizational readiness, especially when crafting policies to support foreign alliances by mitigating service member misconduct. Leaders from small units, section heads, senior enlisted advisors, and Battalion or Regimental Commanders can lead their personnel effective by applying a humanistic approach to their cultural foundation and entrusting this vision to all leaders within the ranks. The findings in this study do not provide commanders a step by step guide to apply these principles, but rather,

they provide them with the tools to understand how their leadership fits within the landscape of their environment, thereby allowing them to adjust responses within circumstances beyond their control.

Recommendations for Future Research

Several considerations are proposed to strengthen future research. First, developing research questions that are specific to the research inquiry is critical to collecting material that aligns with the literature and researcher's intent. Throughout this study, the research questions formulated for data collection did not directly address the proposed problems being examined. As such, participants were not compelled to provide specific information. Additionally, adding a quantitative aspect will strengthen methods of data collected and address the overall argument for future research. Utilizing a mixed-methodology would have provided another approach to analyze the data collected from the qualitative results. Finally, having a larger sample size will add validity to the research findings by increasing the probability of having a sample size that represents the actual population. With the addition of mixed-methods, increasing the sample size, and creating direct interview questions, future research will garner stronger substantive results.

Limitations. Upon conclusion of this study, certain limitations were discovered that may have affected the outcome of several interviews. Although the interview questions were constructed to be participant-centered, several interviews lacked a free-flowing conversation. The intent was to limit introducing researcher bias by attempting to remove the researcher from the room and focus the attention on the participant. This made the conversation feel robotic and artificial. Additionally, making the interview a one-way conversation limited the nature flow of dialog and the quality of data collected. Naturally some participants talked more than others;

however, the researcher did nothing to spur the conversation, sticking mainly to the interview dialog as previously constructed.

Additionally, the interview questions were constructed to delve into aspects of life on Okinawa. Each question was broadly constructed to give each participant the latitude to control the discussion and provide information they believed to be relevant. After comparing the data, the researcher realized that the interview questions lacked depth. Additionally, questions lacked direction as most participant asked for an explanation when read several questions. The researcher believed that if a problem on Okinawa existed the information would come out naturally. Although the researcher found other areas for consideration that were relevant to the discussion from following this model, the data could have been more closely connected to the policies being examined.

Conclusion

This study provides a functional blueprint for commander to apply in governing their command. This blueprint is a trifecta of leading service members under a culturally defined moral purpose that respects autonomy while understanding factors within the environment that are beyond command influence. Military units rely on organizational readiness to combat their enemies on all fronts. Strategic planning must be purposeful, aligning leaders with their objective to save lives while combating the enemy. The hard work and dedication of the men and women of the U.S. Armed Forces is skewed when the actions of a small group of service members conflict with the integrity of the unit. Conversely, leaders must recognize that the actions of a few people are not indictive nor do they reflect the actions of everyone. Accepting misconduct as a risk associate with doing business on Okinawa devoid leaders the ability to lead with a sense of humanism.

Additionally, this study provided findings that the environment can impact organizational culture, if there is a lack of postive psychosocial factors to negate environmental influences. Although the rules and regulations are developed to support readiness, they are not the deciding factor that secures this position. Instituting a culture that fosters learning and cultivates pride in work is critical at all levels to support the human element of the mission. Additionally, leaders in the Armed Forces must use every opportunity to teach and reinforce the principles and standards that equip service members, regardless of rank or age, with the ability to discern their actions as destructive to organizational readiness by building a foundation that inspires a healthy culture for years to come.

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Appendix A

Mind Map
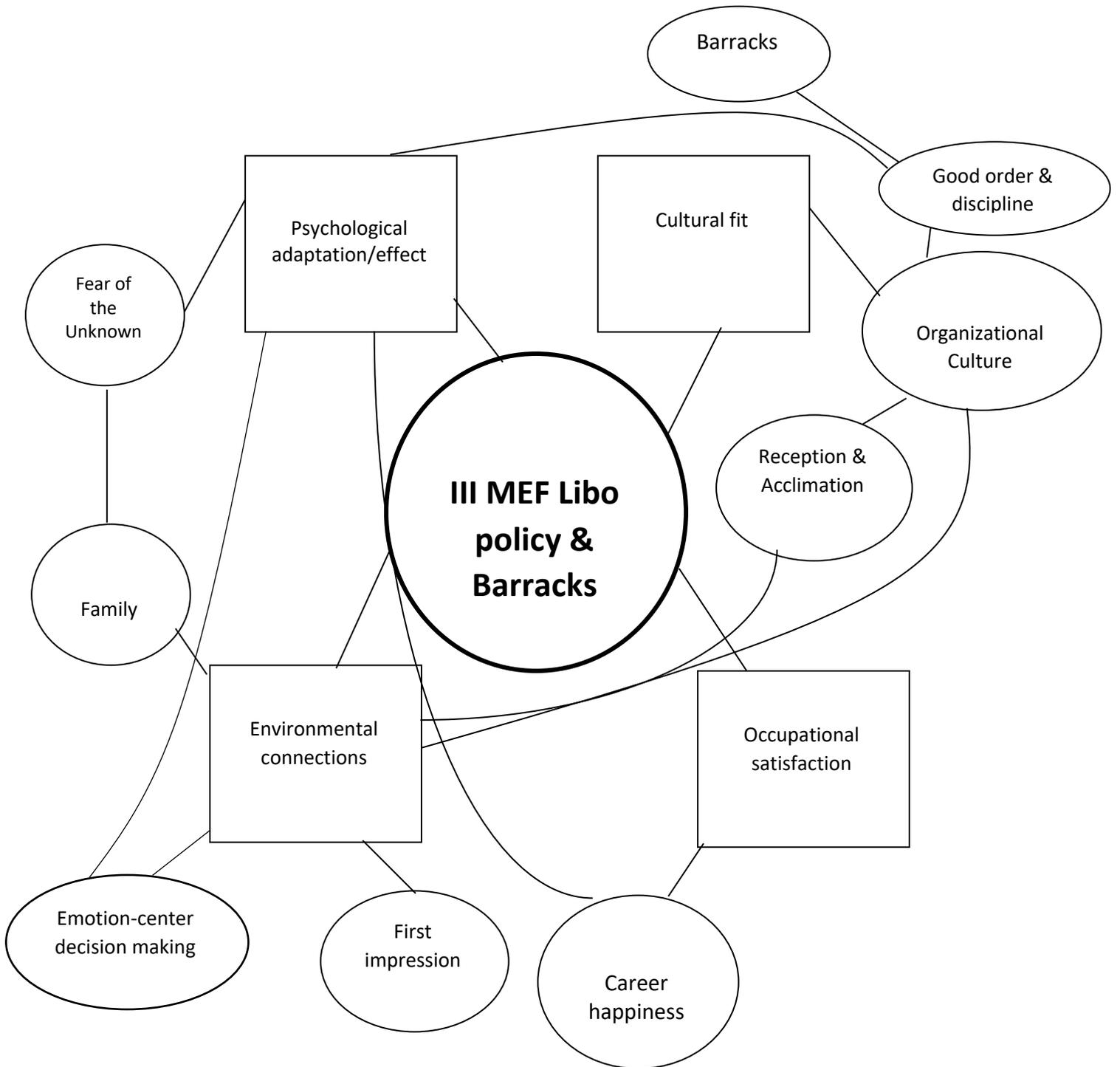
Appendix B

Name	Description
big thing	
big thing	
bike rides	
bike rides	
bus	
big bus	
busing people	
bust	
bust people	
drug bust	
care	
good care	
great care	
took care	
civilian population	
civilian population	
command	
actual command	
current command	
conditions	
actual sea conditions	

Name	Description
living conditions	
country	
actual country	
host country laws	
curfew	
broke curfew	
curfew sting	
curfew violations	
difference	
big difference	
subtle differences	
family	
big family	
extended family	
whole family	
free movement	
free movement	
great care	
great care	
hour	
witching hour	
working hours	

Name	Description
leadership	
sub leadership	
top leadership	
liberty	
liberty stuff	
liberty violations	
life	
personal life	
social life	
little bit	
little bit	
money	
enough money	
pocket money	
n't anything	
n't anything	
part	
easy part	
natural part	
people	
busing people	
bust people	

Name	Description
obviously people	
working people	
thing	
big thing	
cultural thing	
guides things	
noticed things	
violations	
curfew violations	
liberty violations	
working	
gonna work	
volunteer work	
working hours	
working people	

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