

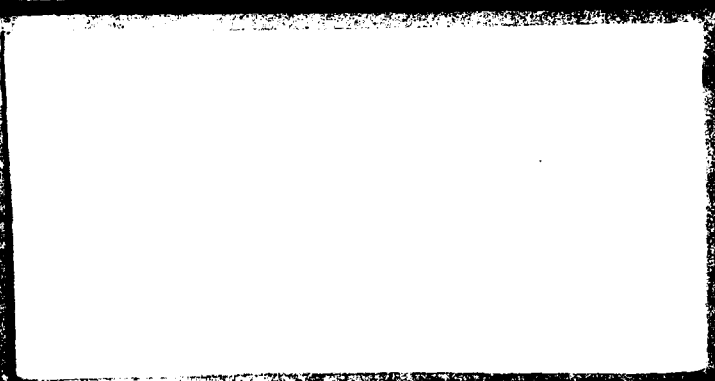
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EFFECT OF WORK SCHEDULE, AND DESCRIPTION
OF CAREER INTENTION ON ORGANIZATIONAL
EFFECTIVENESS

William H. Hendrix, Lieutenant Colonel, USAF
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AU-AFIT-LS-5-81

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Research was conducted to establish the effects of work schedule and description of career intention on three criteria of effectiveness (i.e., climate, satisfaction, and perceived productivity). Data were collected on 4786 military and civilian personnel located at five Air Force bases using the Organizational Assessment Package (OAP). Two separate one-way ANOVA's were used to test for differences between different work schedules and differences between individuals' descriptions of career intentions. Work schedules differed significantly with the category of "daily work only" having higher values on the three criteria while "swing shift" had the lowest values. Those planning to continue in the Air Force had the highest scores on all three criteria.



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EFFECT OF WORK SCHEDULE, AND DESCRIPTION OF CAREER
INTENTION ON ORGANIZATIONAL EFFECTIVENESS

A School of Systems and Logistics AU-AFIT-LS Technical Report
Air University
Air Force Institute of Technology
Wright-Patterson AFB, Ohio

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August 1981

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EFFECT OF WORK SCHEDULE, AND DESCRIPTION
OF CAREER INTENTION ON ORGANIZATIONAL EFFECTIVENESS

Introduction

There is a general agreement by both management practitioners and scientists that a central concern of management is improving organizational effectiveness (Steers, 1977). Many approaches have been both recommended and employed to enhance effectiveness at the individual, group, and organization-wide levels. These include programs which focus on such things as: individual and group goal setting (e.g., Management By Objectives--MBO), group problem solving/decision making (employing, e.g., Delphi and Nominal Group techniques), job design and individual motivation (e.g., by using various job enrichment approaches), and the process of planned organizational change (e.g., Organization Development). The Air Force has utilized many approaches to improve effectiveness. In this vein, the Air Force, like many organizations, has recognized and struggled with the need to identify organizational problem areas requiring management attention. One of the more systematic Air Force programs, designed to confront the issue of organizational effectiveness, is that used by the Leadership and Management Development Center (LMDC) at Maxwell AFB, Alabama. The LMDC identifies organizational strengths and problem areas through the administration of the Organizational Assessment Package (OAP), (Hendrix and Halverson, 1979).

Problem

During the process of validating the OAP a large amount of data were collected by LMDC. Analysis of OAP data were also needed to identify the factors which were related to organizational effectiveness. This paper focuses on research to establish the effect of work schedules and of the description of career intentions on three criteria of effectiveness.

Method

Subjects

Subjects consisted of 4786 military and civilian personnel located at five Air Force bases representing six major commands. The sample's composition was: 2% non-high school graduates, 39% high school or GED graduates, 37% some college work, 9% bachelor degrees, 6% some graduate work, 6% master's degrees, 1% doctoral degrees; 78% white, 10% black, 5% hispanic, 7% listed as other than white, black, or hispanic; 86% males, 14% females; 17% officers, 66% enlisted, and 17% civilians.

Survey Instrument

Data were collected using the Organizational Assessment Package (OAP), an attitudinal survey primarily containing 7-point Likert scales (Hendrix and Halverson, 1979). The OAP included measures of areas relating to the job, one's supervisor, the organizational climate, the perceived productivity of one's work group, and satisfaction.

Data Analysis

In a previous study (Hendrix and Halverson, 1979), 22 OAP factors were extracted. Three of these factors (General Organizational Climate, Job-Related Satisfaction, and Perceived Productivity) were selected as dependent variables or effectiveness criteria for this study. Each subject's factor score was computed for each of the three criteria. These scores served as inputs to two separate one-way Analysis of Variance (ANOVA) to test for (1) significant differences between different work schedules, and (2) significant differences between individuals' descriptions of career intentions. Subjects, who did not respond to items associated with a given criterion, were deleted

from the analysis. The actual n associated with each analysis are provided in the results section. Table 1 provides the two OAP items used for analysis (i.e., work schedule, and description of career intentions).

TABLE 1
Background Information Items Analyzed by ANOVA

Response Group	Item Statement
	Your Work Schedule is Basically:
1	1. Shift work, usually days
2	2. Shift work, usually swing shift
3	3. Shift work, usually nights
4	4. Shift work, usually days and nights
5	5. Daily work only
6	6. Crew Schedule
7	7. Other

	Which of the Following Best Describes Your Career Intentions?
1	1. To continue in the Air Force
2	2. Will most likely continue in the Air Force
3	3. May continue in the Air Force
4	4. Planning to retire in the next 12 months
5	5. Other

RESULTS

Analysis 1. Work Schedule

General. The analysis of variance summary tables for analysis 1 are provided in Table 2.

TABLE 2

Analysis of Variance Summary Table for Work Schedule

General Organizational Climate

Source	df	MS	F	p
Between Groups	4	52.4056	54.36	.001
Within Groups	3844	.9641		
Total	3849			

Job-Related Satisfaction

Source	df	MS	F	p
Between Groups	4	164.7165	164.38	.001
Within Groups	3624	1.0021		
Total	3629			

Perceived Productivity

Source	df	MS	F	p
Between Groups	4	20.4604	17.28	.001
Within Groups	3937	1.1843		
Total	3942			

General Organizational Climate (n = 3849). The analysis of variance summary table (Table 2) indicated a significant ($p < .001$) main effect. The Newman-Keuls Sequential Range Test indicated significant differences between the combined responses 2 and 3 (swing shift and night shift), and all other response options. Also, response option 5 (daily work) was significantly different from all other responses. Response 6 (crew schedule) also differed significantly from responses 2 and 3 combined, and response 4 (day and night shift).

Job-Related Satisfaction (n = 3629). The analysis of variance summary table (Table 2) indicated a significant ($p < .001$) main effect. The Newman-Keuls Sequential Range Test indicated that response 5 (daily work) and response 1 (day shift work) differed significantly from all other response options.

Perceived Productivity (n = 3942). The analysis of variance summary table (Table 2) indicated a significant ($p < .001$) main effect. The Newman-Keuls Sequential Range Test indicated significant differences existed between response 5 (daily work) and all other response options. Also, response 1 (day shift work) and the combined responses 2 and 3 (swing shift and night shift) differed significantly from each other.

Discussion. The data indicate a consistent relationship between several work schedules and all three criteria. Specifically, daily work only (response 5) overall had the highest scores on the three criteria, while swing shift work (response option 2) had the lowest values for all three criteria. One schedule, crew scheduled work (response 6), showed clearly different values between the criteria. For crew scheduled work, subjects reported high General Organizational Climate, intermediate magnitude for Perceived Productivity, and low Job-Related Satisfaction.

Analysis 2. Description of Career Intention

General. The analysis of variance summary tables for analysis 2 are provided in Table 3.

TABLE 3

Analysis of Variance Summary Table for Description of Career Intentions

General Organizational Climate

Source	df	MS	F	p
Between Groups	4	117.5633	129.95	.001
Within Groups	4088	.9047		
Total	4093			

Job-Related Satisfaction

Source	df	MS	F	p
Between Groups	4	114.9263	107.28	.001
Within Groups	3859	1.0713		
Total	3864			

Perceived Productivity

Source	df	MS	F	p
Between Groups	4	67.2693	58.94	.001
Within Groups	4184	1.1412		
Total	4189			

General Organizational Climate (n = 4093). The analysis of variance summary table (Table 3) indicated a significant ($p < .001$) main effect. The Newman-Keuls Sequential Range Test indicated significant differences between all pairs of response means.

Job-Related Satisfaction (n = 3864). The analysis of variance summary table (Table 3) indicated significant ($p < .001$) main effects. The Newman-Keuls Sequential Range Test indicated significant differences between all response options except between response 2 (will most likely continue in the Air Force) and response 4 (planning to retire in the next 12 months).

Perceived Productivity (n = 4189). The analysis of variance summary table (Table 3) indicated a significant ($p < .001$) main effect. The Newman-Keuls Sequential Range Test indicated significant differences between all response

pairs except between response 1 (to continue in the Air Force) and response 4 (planning to retire in the next 12 months).

Discussion. The data indicate the same pattern for all three criteria. Those planning to continue in the Air Force had the highest scores on all three criteria, followed by those planning to retire in the next 12 months, and then by those stating that they will most likely continue in the Air Force. Response option 5 ("other") had the lowest criterion values. This option included those planning on exiting the Air Force. The next lowest criterion values were reported by those indicating they may continue in the Air Force. As a general trend, however, those planning to remain in the Air Force scored higher on the criteria.

SUMMARY

This paper focused on the relationship between two factors and perceived organizational effectiveness. The work schedule appears to be an important issue in the Air Force. The daily schedule scored highest on all three criteria, while the shift schedules scored lower. Also, the crew schedule appears to contribute to low job-related satisfaction. With respect to career intentions, the general trend found helps to more clearly depict the relationships between the problem of turnover of personnel in organizations and such factors as climate and satisfaction. A basic premise of this study is that in order to enhance effectiveness (which is multidimensional) we need to identify its relationships with a variety of factors. This study suggests two (of many) which appear to be significantly related to the criteria of organizational climate, job-related satisfaction, and perceived productivity.

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