

MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS 1963 A

②
C/HR

AD-A156 564

NAVAL POSTGRADUATE SCHOOL

Monterey, California



DTIC
SELECTE
JUL 05 1985
S D G

THESIS

FACTORS INFLUENCING THE CAREER ORIENTATION
OF JUNIOR OFFICERS IN THE
UNITED STATES ARMY

by

Lewell Patrick Hayden

March 1985

Thesis Advisor:

George Thomas

Approved for public release; distribution unlimited

DTIC FILE COPY

85 06 12 064

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER	2. GOVT ACCESSION NO. AD-A156564	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) FACTORS INFLUENCING THE CAREER ORIENTATION OF JUNIOR OFFICERS IN THE UNITED STATES ARMY		5. TYPE OF REPORT & PERIOD COVERED Master's Thesis; March 1985
		6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s) Lewell Patrick Hayden		8. CONTRACT OR GRANT NUMBER(s)
9. PERFORMING ORGANIZATION NAME AND ADDRESS Naval Postgraduate School Monterey, California 93943		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
11. CONTROLLING OFFICE NAME AND ADDRESS Naval Postgraduate School Monterey, California 93943		12. REPORT DATE March 1985
		13. NUMBER OF PAGES 117
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		15. SECURITY CLASS. (of this report) Unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution unlimited		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Military Manpower Officer Retention Turnover Army Officer Career Decision Making		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This thesis investigates the factors influencing the occupational decisions of junior Army officers in the combat, combat support, and combat service support occupational groups. Cross tabulation, multiple regression, and discriminant analysis are utilized to examine the potential motivational		

20. (Continued)

factors involved in making career decisions. Comparisons of military and civilian job attributes and satisfaction with military like are found to be important variables affecting the career decisions of junior officers. This study should provide personnel managers and policy makers with a better understanding of those factors which influence the career decisions of junior officers within and among occupational groups.



Accession For	
NTIS GRA&I	<input checked="" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By _____	
Distribution/	
Availability Codes	
Dist	Avail and/or Special
A1	

Approved for public release; distribution unlimited

Factors Influencing the Career Orientation of
Junior Officers in the United States Army

by

Lewell Patrick Hayden
Major, United States Army
B.A., Augusta College, 1977


Submitted in partial fulfillment of the
requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

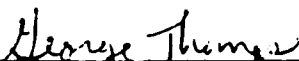
NAVAL POSTGRADUATE SCHOOL
March 1985

Author:



Lewell P. Hayden


Approved by:



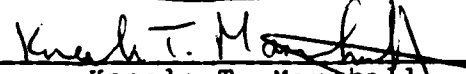
George Thomas, Thesis Advisor



Dave Whipple, Second Reader



William R. Greer, Chairman,
Department of Administrative Sciences



Kneale T. Marshall
Dean of Information and Policy Sciences

ABSTRACT

This thesis investigates the factors influencing the occupational decisions of junior Army officers in the combat, combat support, and combat service support occupational groups.

Cross tabulation, multiple regression, and discriminant analysis are utilized to examine the potential motivational factors involved in making career decisions. Comparisons of military and civilian job attributes and satisfaction with military life are found to be important variables affecting the career decisions of junior officers. This study should provide personnel managers and policy makers with a better understanding of those factors which influence the career decisions of junior officers within and among occupational groups.

TABLE OF CONTENTS

I.	INTRODUCTION	10
	A. TURNOVER	10
	B. FACTORS AFFECTING TURNOVER	10
	C. OCCUPATIONAL INFLUENCES	11
	D. PURPOSE	13
II.	LITERATURE REVIEW	14
	A. GENERAL RESEARCH	14
	B. CAREER PHASES	16
	1. Early Career--Lieutenant Phase	18
	2. Midcareer--Captain and Major Phase	21
	3. Late Career--Lieutenant Colonel and Colonel Phases	24
	4. Selection of the Group Most Useful for Examination of Intentions	24
	C. CAREER INTENTIONS	26
III.	DATA AND METHODOLOGY	27
	A. THE RAND SURVEY	27
	B. VARIABLE SELECTION	28
	C. MEASURES OF ORGANIZATIONAL COMMITMENT	29
	1. Job Satisfaction	29
	2. Career Orientation	30
	3. Short-Term and Long-Term Behavior	32
	D. IDENTIFICATION OF THE OFFICER GROUP OF ANALYSIS	33
	E. DETERMINATION OF OCCUPATIONAL GROUPS OF INTEREST	35

1.	Officer Personnel Management Directorate (OPMD)	35
2.	Professional Management Group	44
3.	Results of the Removal of the Colonel and Professional Groups	46
F.	ELIMINATION OF SMALL SAMPLE GROUPS	46
G.	LIEUTENANTS: THE GROUP OF INTEREST	48
H.	GENERAL INFORMATION ON THE GROUP OF INTEREST.	50
I.	SUMMARY	52
IV.	ANALYSIS OF CAREER ORIENTATION	53
A.	RESULTS	53
1.	Combat Arms	53
2.	Combat Support	55
3.	Combat Services Support	55
4.	Comparison	55
B.	SUMMARY	59
V.	ALTERNATIVE JOB COMPARISONS AND TURNOVER	60
A.	COMBAT ARMS OCCUPATIONAL GROUP	61
1.	Stayers versus Leavers	61
2.	Careerists versus Non-Careerists	63
3.	Comparison Short-Term versus Long-Term Behavior	63
B.	COMBAT SUPPORT OFFICERS	65
1.	Stayers versus Leavers	65
2.	Careerists versus Non-Careerists	67
3.	Comparison Short-Term versus Long-Term Behavior	69

C.	COMBAT SERVICES SUPPORT OFFICERS	70
1.	Stayers versus Leavers	70
2.	Careerists versus Non-Careerists	70
3.	Comparison of Short-Term versus Long-Term Behavior	73
D.	COMPARISON OF TURNOVER RESULTS BY OCCUPATIONAL GROUPS	74
1.	Short-Term Turnover	74
2.	Long-Term Turnover	76
3.	Comparison of Short-Term versus Long-Term Behavior	77
E.	SATISFACTION WITH MILITARY LIFE AND CAREER COMMITMENT	78
VI.	ANALYSIS OF SATISFACTION WITH MILITARY LIFE	84
A.	COMBAT ARMS OFFICERS	85
B.	COMBAT SUPPORT OFFICERS	86
C.	COMBAT SERVICES SUPPORT OFFICERS	88
D.	SUMMARY	90
VII.	SUMMARY AND CONCLUSIONS	93
A.	INTRODUCTION	93
B.	ANALYSIS OF CAREER ORIENTATION	94
C.	ALTERNATIVE JOB COMPARISONS AND TURNOVER	96
D.	ANALYSIS OF SATISFACTION WITH MILITARY LIFE	103
E.	CONCLUSION	104
	APPENDIX A: SURVEY QUESTIONS FOR CANDIDATE VARIABLES	105
	APPENDIX B: CORRELATION MATRIX TABLES	107
	LIST OF REFERENCES	112
	INITIAL DISTRIBUTION LIST	117

LIST OF TABLES

I.	SCHEIN'S CAREER GROUP VS. ARMY'S OFFICER PHASES	19
II.	ARMY OFFICER DEMOGRAPHIC INFORMATION	34
III.	OFFICER MANAGEMENT CATEGORIES	36
IV.	OFFICER PERSONNEL MANAGEMENT DIRECTORATE CATEGORIES	40
V.	PROFESSIONAL MANAGEMENT GROUP	45
VI.	DEMOGRAPHIC INFORMATION OF THE OPMD OFFICERS	47
VII.	SAMPLE STRATIFICATION FOR OFFICER PERSONNEL	49
VIII.	REGRESSION ANALYSIS OF CAREER ORIENTATION: COMBAT ARMS OFFICERS	54
XI.	REGRESSION ANALYSIS OF CAREER ORIENTATION: COMBAT SUPPORT OFFICERS	56
X.	REGRESSION ANALYSIS OF CAREER ORIENTATION: COMBAT SERVICES SUPPORT OFFICERS	57
XI.	COMPARISON OF FACTORS AFFECTING OFFICER CAREER ORIENTATION BY OCCUPATIONAL GROUP	58
XII.	COMBAT ARMS DISCRIMINANT ANALYSIS RESULTS (Stayers/Leavers)	62
XIII.	COMBAT ARMS DISCRIMINANT ANALYSIS RESULTS (Careerists/Non-Careerists)	64
XIV.	COMBAT SUPPORT DISCRIMINANT ANALYSIS RESULTS (Stayers/Leavers)	66
XV.	COMBAT SUPPORT DISCRIMINANT ANALYSIS RESULTS (Careerists/Non-Careerists)	68
XVI.	COMBAT SERVICES SUPPORT DISCRIMINANT ANALYSIS RESULTS (Stayers/Leavers)	71
XVII.	COMBAT SERVICES SUPPORT DISCRIMINANT ANALYSIS RESULTS (Careerists/Non-Careerists)	72

XVIII.	COMPARISON OF OCCUPATIONAL GROUP DISCRIMINANT RESULTS	75
XIX.	DISCRIMINANT ANALYSIS EXAMINING SATISFACTION WITH MILITARY LIFE VARIABLE	79
XX.	COMPARISON OF DISCRIMINANT RESULTS SHORT-TERM BEHAVIOR	81
XXI.	COMPARISON OF DISCRIMINANT RESULTS LONG-TERM BEHAVIOR	82
XXII.	REGRESSION ANALYSIS OF SATISFACTION WITH MILITARY LIFE COMBAT ARMS OFFICERS	86
XXIII.	REGRESSION ANALYSIS OF SATISFACTION WITH MILITARY LIFE COMBAT SUPPORT OFFICERS	87
XXIV.	REGRESSION ANALYSIS OF SATISFACTION WITH MILITARY LIFE COMBAT SERVICES SUPPORT OFFICERS	89
XXV.	COMPARISON OF FACTORS AFFECTING SATISFACTION WITH MILITARY LIFE	91
XXVI.	CORRELATION MATRIX ALL OCCUPATIONAL GROUPS	108
XXVII.	CORRELATION MATRIX COMBAT ARMS OFFICERS	109
XXVIII.	CORRELATION MATRIX COMBAT SUPPORT OFFICERS	110
XXVIX.	CORRELATION MATRIX COMBAT SERVICES SUPPORT OFFICERS	111

I. INTRODUCTION

A. TURNOVER

The attrition of junior officers at the termination of their initial obligation period accounts for the greatest proportion of annual officer losses. This high turnover rate creates serious personnel management problems and results in substantial losses due to inefficiency and waste of available resources. For example, the cost of conducting post-commissioning officer training taken before the officer's first operational assignment has increased fivefold during the last decade [Ref. 1]. Although the Army has continued to attract more than enough volunteers to fill the quotas set by the personnel planners, high turnover makes it virtually impossible for the Army to exercise its "theoretical" power of selecting, from among the junior officer corps, those officers it would most like to retain. Thus, junior officer turnover is important because of its influence on cost and efficiency.

B. FACTORS AFFECTING TURNOVER

Many studies have been conducted in both military and civilian organizations to determine the factors which may influence the career orientation of their members. Researchers have identified numerous significant extrinsic

(environmental) factors such as pay, duty assignments, and fringe benefits and intrinsic (personal needs) factors such as pride, challenge, satisfaction, and independence which influence voluntary turnover decisions [Refs. 2, 3, 4].

The factors which influence an individual's decision to remain in the military may change from year to year depending on the external economic environment and individual officer preference. Changes in promotion and retirement policies affect the relative attractiveness of the military versus other occupations and life styles. Changes over time in the economic conditions or policy changes which affect the actual or perceived value of any one of the extrinsic and intrinsic factors will change the relative value of different occupations. When an individual makes occupational decisions he considers non-pecuniary as well as pecuniary advantages of different jobs. Individuals have been shown to trade off earnings with non-pecuniary advantages such as working conditions, independence, and job satisfaction [Ref. 5].

C. OCCUPATIONAL INFLUENCES

Although the basic labor supply theories are the same for officers and enlisted personnel, the theories relating to occupational choice and career change have been shown to be more relevant for officers [Refs. 6, 7]. Specific occupational training, more applicable to the enlisted

force, enhances an individual's productivity while working for the military [Ref. 8]. On the other hand, general training (higher education) enhances productivity both for a military occupation as well as future jobs in the civilian community. Greater investments in human capital suggest that there may be different sets of factors affecting the turnover decision for officers and enlisted personnel. The great variety of civilian opportunities available to the Army officer suggests that there may also be different sets of factors affecting turnover within the officer community in general and between specific occupational groups (Combat, Combat Support, and Combat Services Support) in particular [Refs. 9, 10].

Historically, studies of factors affecting career choices in the military were designed to address a specific occupation such as aviation or a comprehensive career motivator of junior officers by developing broad, global strategies to satisfy short-term shortages of middle grade officers. Thus, a major officer personnel management question is whether the junior officers in each occupational group are different enough from one another in expectations, sensibilities, philosophies, attitudes, and beliefs to permit personnel management decisions based on an occupational community perspective. If individual factors or specific combinations of factors can be identified as

influential in determining differences among the career decision processes of occupational groups, policy makers may be able to use the information as a management tool. Policies can be designed to influence the career decisions of junior officers in one or more of the occupational groups.

D. PURPOSE

This thesis studies the hard-to-quantify issues of career orientation, cohesion, institutional values, job satisfaction, civilian job comparison and working conditions which influence the career decision making processes of junior officers. By analyzing the extent to which junior officers are satisfied with military conditions relative to perceived civilian job alternatives, patterns of variables influencing career decisions emerge. The findings of this thesis should contribute to a better understanding by personnel managers and policy makers of factors which influence the career choices of junior officers within and among occupational groups. Through the utilization of new micro and macro management techniques based on occupationally determined differences, adjustments to career patterns, promotion, and distribution policies may be made more viable officer management tools.

II. LITERATURE REVIEW

A. GENERAL RESEARCH

In studying the problem of career motivation, the focus has been placed on factors affecting retention as indicators of motivation. Maslow's [Ref. 11] theory of a hierarchy of needs forms a good foundation to show how one can rank a human being's needs from the very basic physiological to the higher and more complex ones of self-actualization and feelings of growth or fulfillment.

The most well known research in the area of career rewards and job satisfaction has been done by Frederick Herzberg [Ref. 12]. He divided man's needs into two separate and distinct areas.

The first need area focused on the basic biological demands of the individual which included such rewards as pay and promotions. Herzberg termed these needs as "hygiene factors" which closely parallel what has been termed extrinsic rewards [Refs. 13, 14, 15]. The important point for this discussion is that increasing these hygiene factors to satisfying quantities will not increase job satisfaction but only prevent job dissatisfaction [Refs. 12, 16]. Several other studies [Refs. 13, 15, 17] dealing with pay and incentive systems, generally concluded that extrinsic

rewards can have a positive effect on job satisfaction if the rewards are considered to be substantial.

The second need area relates to man's capacity to achieve and through that achievement experience psychological growth such as feelings of fulfillment, affiliation and competence which have been termed intrinsic joy [Ref. 14]. Starcevich [Ref. 16] reported that intrinsic factors were the most important to job satisfaction and dissatisfaction supporting Maslow's theory that once the lower level needs are satisfied, satisfaction of the higher levels ones will influence behavior.

In 1968, Franklin [Ref. 4] attempted to identify factors which had influenced junior Army officer career intentions. The survey looked at officers with more than six months but less than five years of active commissioned service from all branches (i.e., infantry, signal, engineer, etc.). The study concluded that intrinsic factors such as a sense of achievement, challenge, responsibility, and independence were significantly more important to junior officers in making career decisions than were the extrinsic factors of pay, housing, and retirement.

In 1971, the Office of Institutional Research [Ref. 18] surveyed 470 graduates from the West Point classes of 1963 through 1966 attempting to clarify the role of job satisfaction in job commitment and retention. While this

study did not delineate the job characteristics examined into distinct extrinsic and intrinsic factors, the most highly ranked job characteristics were intrinsically oriented (i.e., interesting work, personal responsibility, superior's competence, etc.). The study concluded that job satisfaction was very closely related to retention, commitment and the career decisions of officers.

A survey of 1,600 company grade (O1 to O3) officers who were in the process of being separated from the Army for reasons other than retirement was conducted by the Military Personnel Center in 1972 [Ref. 19]. The survey had been designed to identify specific factors which influenced junior officers to leave the service or pursue Army careers. The results indicated that 53.2 percent of the officer sample chose interesting work (an intrinsic factor) as the most important aspect in making a career choice. However, data gathered from officers desiring to leave the service are considered to be a biased sample from which one would be hesitant to make inferences about the officer population in general.

B. CAREER PHASES

Most of the researchers working in the area of adult development have found that major tasks in life and career were roughly correlated with age because of biological changes and powerful cultural norms [Ref. 20: p. 27]. Every

officer goes through a series of stages in his career which may have required different involvement and capacities as a productive contributor to an occupation or organization [Ref. 21]. In addition to this "career cycle," a "personal cycle" involving growth and the culmination of one's abilities and a "family cycle" involving the structural stages of the family and developmental needs of the spouse and children existed side by side overlapping and interacting to produce the overall "life cycle" [Refs. 22, 23].

Yet, as Meryl Louis [Ref. 24] and James Arima [Ref. 25] have pointed out, much of the research on career planning has focused on long-range career pathing with its linear assumption that success was a function of aggregate historical factors over the entire career. Louis [Ref. 24: pp. 10-14] introduced the concept of transition management in which a career is associated with many job or role changes. The individual transitioner's subsequent job attitudes and behavior (e.g., commitment, career intention, and performance) were a function of his transition period as he moved into new jobs, entered an unfamiliar organizational setting, and crossed organizational boundaries. Additionally, the transitioner's family, supervisor, co-workers, subordinates, and the organization's structure and policies influence career decisions. Thus, the analysis of intrinsic and extrinsic factors that influence an individual's career

decisions must take into account the existence of a number of discrete transition periods within a career. Any attempt to derive one general stage that describes a career history ignores the different motivational influences (e.g., occupation, self-development, and family) affecting each of these discrete transition periods.

Schein's [Ref. 20] concept of career cycles in a single organization provided the pattern for segregation of any Army officer's career into distinct transition periods or phases. His identification of three stages of the career or job choice (see Table I) based on individual needs matched very closely with the Army's officer management philosophy and policies. There are six phases (see Table I) of officer professional development that correspond to military grades, typical duty assignment, education, and training opportunities. These phases are flexible enough to be influenced by the Army's requirements and the officer's capabilities, performance, and desires.

1. Early Career--Lieutenant Phase

The first stage, Schein's early career and the Army's Lieutenant phase, is a period (the first 1-4 working years) of getting away from home and establishing oneself in the adult world. A person builds both a family and a career, although commitments made are in fact somewhat provisional. This transition period is characterized by

TABLE I

SCHEIN'S CAREER GROUP VS. ARMY'S OFFICER PHASES

Schein Stages	Army Phases
<u>Early Career (1-5 years)</u>	<u>Lieutenant (1-4 years)</u>
<ol style="list-style-type: none"> 1. Learn how things are done 2. Develop and display special skills 3. Accept partial responsibility 4. Balance needs for independence with organization restrictions 5. Remain or seek other opportunities 	<ol style="list-style-type: none"> 1. Basic officer course 2. Basic Specialty training 3. Acquire maximum practical leadership 4. Acquire basic military knowledge 5. Complete initial obligation
<u>Midcareer (5-20 years)</u>	<u>Captain (5-10 years)</u>
<ol style="list-style-type: none"> 1. Remain technically competent, continue to learn specialty 2. Develop one's long-range career plans 3. Accept higher levels of responsibility including that for the work of others 4. Deal with feelings of failure if performance poor, tenure denied, or challenge lost 5. Major reassessment of one's career decisions, change careers or forge ahead 	<ol style="list-style-type: none"> 1. Continue development in primary specialty 2. Develop an alternate specialty 3. Grow in practical leadership 4. Grow in professional military knowledge 5. Promotion or forced out if not eligible for retirement
<ol style="list-style-type: none"> 6. Develop one's long-range career plans 7. Establish a clear identity in organization, become visible 	<u>Major (11-22 years)</u>
	<ol style="list-style-type: none"> 1. Continue development in primary specialty 2. Emphasis on development of alternate specialty 3. Acquire staff and leadership experience and military knowledge appropriate to grade 4. Eligible for early retirement due to own desires or failure for promotion

TABLE I (Continued)

Schein Stages	Army Phases
<p><u>Late Career</u> (20 Plus Years)</p> <ol style="list-style-type: none"> 1. Deepening of skills 2. Broaden interest and skills based on experience 3. Become a mentor, learn to influence, guide, direct, and be responsible for others 4. Take on more areas of responsibility 5. Integrate the efforts of others and influence broadly rather than making day-to-day decisions or supervising closely 6. Accept reduced influence and challenge, seek growth outside of career or work 	<p><u>Lieutenant Colonel</u> (16-20 Years)</p> <ol style="list-style-type: none"> 1. Continue development in primary and alternate specialties 2. Acquire staff and leadership experience and professional knowledge appropriate to grade 3. Advance to higher positions of responsibility in primary or alternate specialty 4. Retire <p><u>Colonel (22 - 25 Years)</u></p> <ol style="list-style-type: none"> 1. Utilization in primary and alternate specialties 2. Utilization in the highest staff and leadership positions 3. Advance to higher positions of responsibility 4. Retire

Source: Column One adaptation from E. H. Schein, Career Dynamics: Matching Individual and Organizational Needs, Addison-Wesley Publishing Company, 1978 and Column Two adaptation from Headquarters Department of the Army, Pamphlet No. 600-3, Officer Personnel Development and Utilization, 1 March 1974.

three substages. The "entry" substage is the period of preparation, training and job selection by the individual, and the period of recruitment, selection and hiring by the organization. The "socialization" substage includes learning how to work, deal with people (i.e., the boss, peer group, and subordinates) and getting a sense of identity in the organization. The final "mutual acceptance" substage is the process of formally and informally granting full membership through initiation rites, the conferring of special status and privileges or more challenging and important job assignments (e.g., completion of initial obligation period, granted a regular Army commission, and given command of a small unit). These early career events affect the individual's behavior in one of two ways. The individual is either successfully socialized into the organization or discovers that a mismatch is so great that a job shift to another organization is necessary [Refs. 20, 26, 27, 28].

2. Midcareer--Captain and Major Phase

This stage lasts as long as 20 years or more, beginning about the fifth year in an organization. It is the period in the organization preceeding the individual's selection for tenure through consideration, by the organization or the individual, for early retirement. For the Army, this midcareer stage consists of two phases. The

first phase (Captain) begins the fifth year and lasts until the tenth to twelfth year concluding with selection for promotion to major and the granting of permanent membership or forced separation without retirement benefits. The second phase (Major) begins with selection for promotion to major and ends with the decision (self or organizationally imposed) to retire early and move on to a new occupation or to accept promotion to Lieutenant Colonel and continued military service.

During this midcareer stage, the individual engages in self-confrontation, a self-assessment of his career progress and whether it has been consistent with his goals and ambitions. A second relevant issue relates to the achievement of a balance between work and family involvements. Striving in a career to achieve a high-level leadership position resulting in family sacrifices, while accepting reduced occupational goals means financial sacrifices and other family problems (e.g., type of education that can be provided to one's children). A third issue is that of becoming a mentor. The acceptance of the responsibilities for the support, guidance, leadership, and sponsorship of ideas of younger, less experienced employees often creates high levels of stress especially in those situations when the older person does not want the responsibility of mentorship. Finally, the problem of maintaining technical

or managerial competence faces the midcareerist. The decision to be a contributor in a special area reflecting one's special skills or to be a generalist by broadening one's specialist role or moving into administration and management must be made by each individual in the midcareer stage [Refs. 20, 28, 29, 30, 31, 32].

The first five-to-ten years of the midcareer stage is the period when one recognizes what Schein calls his "career anchor" [Ref. 20: pp. 124-125] which is a major internal source of constraint and guidance. A career anchor or occupational self-concept is a learned part of the self-image reflecting the needs, motives, values, and discovered talents developed through work experiences. The individual also begins to develop the organization's perception of his talents which is a major external source of constraint and guidance. If the individual feels a loss of identity, productivity, or recognition within the organization, he places more focus on the organizational rewards (e.g., pay, benefits, security, etc.), less in work involvement, and a shift to more concern with self-development off the job and with his family. Since a military career is most frequently of 20 years duration, the 5-10 year (pre-tenure) period is a midcareer phase quite different from the 10-16 year (post-tenure) period [Ref. 20: pp. 173-180].

3. Late Career--Lieutenant Colonel and Colonel Phases

This final stage consisting of two phases (Lieutenant Colonel and Colonel) is one of transition into early (20-25 years) retirement or middle to late (25-35 years) retirement. The individual's tasks and socio-emotional needs revolve around his gradual withdrawal from the career organization to another job or total occupational retirement. Many of the problems facing the late careerist are the same for the mid-careerist (e.g., changing relationships with one's children, spouse, subordinates, etc.,). Many are denied opportunities for growth and development because they have been designated as unworthy for promotion [Refs. 20, 28, 33, 34].

4. Selection of the Group Most Useful for Examination of Intentions

Because the length of service and career stages influence an individual's responses to the job and the organization, people have different needs regarding careers. The Lieutenant phase is a period of mutual study and discovery between the individual and the organization. It is a trial period in which turnover may be desirable for both. So, a specific time boundary in the form of an initial obligated service of 1-5 years is established to test the individual's creativity and meet some self-fulfillment needs without obligating the person or the organization to a long-term commitment. Since this is a

period of mutual discovery without long-term commitment, the factors providing insight into career motivations for Lieutenants may not be the same factors as those important for midcareer decisions.

A similar relationship is probably true for the late career stage (Lieutenant Colonel and Colonel phases). These groups of officers had been captured by the organization being members at least 16 years [Ref. 35] and eligible for early retirement in four years or less. The factors affecting career decisions for these groups revolve around security, health, and pension benefits. Thus, the Lieutenant Colonel and Colonel groups were removed from further analysis since information on careerist behavior from these groups would be useful only in determining factors influencing retirement.

The midcareer group is the stage in the career cycles when the individual has been accepted into the organization. He is ready to settle down and advance toward a stable relationship with the organization desiring organizational recognition and self-esteem. The length of service ranges from 4-22 years for Captains and 9-27 years for Majors. Since the purpose of this thesis was to examine factors affecting career decisions, the use of this group which had received tenure and generally remained in the organization until retirement would provide no insight into

the factors affecting that group of officers initially deciding to stay at least 20 years. Thus, the midcareer group was removed from further investigation.

C. CAREER INTENTIONS

In studying the problems of career motivation of junior officers, the focus has been on retention as a goal and an indicator of motivation. Following the assumptions of other researchers [Ref. 36] that an individual's intention is an accurate measure of actual behavior, the intention to complete at least 20 years of military service and the intention to continue active duty service after completion of the initial obligated service period are the career behaviors of importance in this thesis. Additionally, an attempt has been made to identify different sets of significant factors which influence the career orientation of junior officers within and between generic sets of occupational groups utilized by the Army in the management of its officer corps.

The focus of this thesis is on the early career group, Lieutenants. Since intentions change over time and the most accurate predictor of behavior is a measure of intention closest to a decision point [Ref. 37], the officer group of interest, Lieutenants with 1-3 years of service, has been selected to include those officers that will be faced with making their initial career decision after entry into the officer corps.

III. DATA AND METHODOLOGY

A. THE RAND SURVEY

The data used in this thesis was collected in the 1978 DoD Survey of Officers and Enlisted Personnel. This survey was one of a series of interrelated data collection efforts of the Rand-DoD Survey Group sponsored by the Office of the Assistance Secretary of Defense (Manpower, Reserve Affairs and Logistics)--OASD(MRA&L) [Ref. 38]. One of the key components of this survey was the development of a data base that could be used to support policy formation and research dealing with present and future manpower problems. The survey was administered to a world-wide sample of approximately 93,000 men and women in the Army, Navy, Air Force, and Marine Corps in late January 1979. The data collection was completed in June of 1979 with 57,540 returned questionnaires. It is important to emphasize that this is a cross-sectional sample containing responses from people within a specific period of time, not from the same people surveyed repeatedly over a long period of time [Ref. 38].

The survey contained two questionnaire versions administered separately to the officer and enlisted personnel communities. The first version, the "economic and labor force" questionnaires (Form 1 for enlisted personnel and

Form 3 for officer personnel) was designed to provide comprehensive information on the military family income, labor force participation of family members, reenlistment or career decisions and aspects of military compensation. The second version, the "quality of life" questionnaires (Form 2 for enlisted personnel and Form 4 for officer personnel) was designed to cover the effects of rotation, job characteristics, working hours, morale, and family history [Ref. 38].

The results of this survey contain policy-sensitive information about the military life cycle which will support research in a variety of manpower areas such as retirement, pay, promotion, and retention. Because Form 3, the officer "economic and labor force" questionnaire, placed a significant amount of emphasis on gathering information about career decision making factors and specific comparisons of the respondent's perceptions of actual military and alternative civilian occupational situations, it was selected as the primary data source for the analysis in this thesis.

B. VARIABLE SELECTION

Form 3 of the Rand Survey contained ninety-six questions which cut across most of the economic and labor factors affecting a military officer.

- a. Individual Background
- b. Marital History and Fertility

- c. Civilian Labor Force Experience
- d. Family Resources
- e. Housing
- f. Civilian Job Search
- g. Military Background
- h. Military Assignment History
- i. Military Training and Work
- j. Military Compensation and Benefits
- k. Military Indices
- l. Military Retirement System

From these groups, forty-six variables were selected as the candidate variables that could be used as satisfactory predictors of career orientation. The number of variables was further reduced based on the results of cross-tabulation analysis, condescriptive analysis, discriminant analysis, and regression analysis procedures. Appendix A shows the questionnaire items from which a set of predictor variables were used to construct and test career orientation.

C. MEASURES OF ORGANIZATIONAL COMMITMENT

1. Job Satisfaction

One question from Form 3 asked the respondents to specify an absolute level of overall satisfaction with military life. Total job satisfaction has been shown by many studies [Ref. 39] to be the key factor in the decision to withdraw from an organization, confirming the theory

that, as overall job satisfaction increases, departure from an organization decreases. Since this thesis attempts to capture additional information about satisfaction with military life as compared to the perceived satisfaction available from alternatives in the civilian sector, job satisfaction is considered to be an explanatory variable as well as a dependent variable in different aspects of the analysis.

2. Career Orientation

Another measure for organizational commitment was constructed from survey questions which measure how many years of active service the officer is anticipating serving after completing his minimum active duty requirement. A career orientation value of zero indicates that the officer planned to remain in the Army to complete his obligated period of service only, while a value greater than zero expressed a desire to have a military career of that duration.

The following formula depicts the dependent variable construct career orientation (CO):

$$CO = Q12 - LOS - REMAINOB$$

where question twelve (Q12), the "total years of service expected," is the anticipated number of years of service

each respondent expects to serve in the military. The remaining obligation (REMAINOB) variable, question seven, portrays the number of years of remaining obligated service applicable to each respondent.

The length of service (LOS) variable was built from question eleven (Q11), "months active duty service," and question five (Q5), "officer procurement program." Question eleven was converted from month to years to allow for standardization of the measures of time. Also, the length of service question requested that military academy graduates include the four years the officers were students in one of the service academies. This procedure skews the distribution of lieutenants resulting in confusing comparisons of rank and length of service responses. Restricting this analysis to lieutenants with less than four years of service would result in the exclusion of a significant number of academy graduates who have inflated their actual active length of service responses. To correct for this error in survey design, all academy graduates with a length of service response of four or more years was reduced by four.

Career orientation was used in regression analysis as the dependent variable with several sets of independent variables. The results identified a set of factors influencing the occupational decisions of junior officers in the Army.

3. Short-Term and Long-Term Behavior

In studying the problem of career motivation of junior officers, the focus has been on retention as a goal and an indicator of motivation. The junior officers in this thesis have been divided into distinct groups allowing for the investigation of retention behavior and the factors influencing it.

The variable, career orientation, was used to build the first variable "short-term behavior" that could be used for the classification of homogeneous sets of the junior officers into discrete retention groups. If the career orientation measure of the lieutenant is greater than or equal to one, the respondent is classified a STAYER. If the measure is equal to zero, the junior officer is classified a LEAVER. This grouping provides a cross-sectional data base from which to investigate how career orientation behavior may change as the junior officers move toward completion of their minimum service requirement.

Question twelve, "years of service intended," was used to construct another homogeneous grouping of the junior officers to measure "long-term" retention behavior. If the length-of-service intended response of the lieutenant is greater than or equal to nineteen years the officer is classified a CAREERIST. If the response is less than nineteen years, the officer is classified a NON-CAREERIST.

This long-term retention behavior variable allows for the investigation of factors affecting the organizational commitment decision to remain in the service through completion of at least twenty years of military service.

D. IDENTIFICATION OF THE OFFICER GROUP OF ANALYSIS

Another task in this thesis was the identification of a group of officers who would provide statistically valid and reliable measures of respondents' career choices. The questionnaire, Form 3 for officers [Ref. 38], dealing primarily with economic issues, provides 2,003 Army officer respondents. Table II summarizes the demographic picture of the officers who responded to the questionnaire and the population to which the survey was intended to generalize.

The process for constructing a homogeneous group of officers consisted of partitioning the respondents according to the following criteria:

1. Occupation
2. Race
3. Sex
4. Rank
5. Length of service

The objective was to remove subgroups whose inclusion would bias or significantly influence the factors affecting career decisions within our final selected group of officers. The

TABLE II
ARMY OFFICER DEMOGRAPHIC INFORMATION

	Survey No (%)	Population ¹ No (%/Error ¹)
Form 3		
Officers	2,003	80,522 (NA/13.8)
Sex ² :		
Male	1,626 (81.7)	74,081 (92.6/8.1)
Female	346 (18.3)	5,943 (7.4/8.1)
Race ² :		
White	1,760 (88.4)	70,685 (88.4/6.0)
Black	121 (6.1)	4,779 (6.0/6.0)
Others	109 (5.5)	4,518 (5.6/6.0)

Source: Author

¹Due to large or fractional weights, some of the frequencies may be in error by as much as the percentage to the right of the slash.

²Exact sample size varied by question due to omissions.

methods used in the development of our officer group of interest are discussed in detail in the following sections.

E. DETERMINATION OF OCCUPATIONAL GROUPS OF INTEREST

The questionnaire was administered to commissioned officers serving in almost every specialty utilized within the United States Army from infantry and armor to doctors, dentists, and chaplains. Separate examination of each of the more than forty specialties used by the Army for officer professional development and utilization was beyond the scope of this thesis. To provide groups that were sufficiently large and homogeneous, aggregations of these specialties under the Officer Personnel Management System (OPMS) was accomplished by grouping the specialties in accordance with the subdivisions utilized by the Officer Personnel Management Directorate (OPMD), United States Army Military Personnel Center. Additionally, officers of the judge advocate general's corps, the chaplains corps and the Army medical department were grouped together and classified as the professional management group because they are not part of the officer personnel management system. The five officer management groups are shown in Table III.

1. Officer Personnel Management Directorate (OPMD)

The officer personnel management system is composed of the policies and procedures by which commissioned officers of the Army are procured, trained, assigned,

TABLE III
OFFICER MANAGEMENT CATEGORIES

<u>Category Label</u>	<u>Form 3 Frequency (%)</u>
Colonel	88 (4.6)
Combat Arms	614 (32.5)
Combat Support Arms	354 (18.7)
Combat Services Support	353 (18.7)
Professional ¹	483 (25.5)
<hr/>	
Total ²	1,892 (100)

Source: Author

¹Colonels included in frequencies.

²Exact sample size varied by question due to omissions.

developed, evaluated, promoted, and separated from active duty with the exception of officers in the judge advocate general's corps, the chaplains corps, and the Army medical department.

a. Colonel Group

The officer personnel management directorate (OPMD) established the colonels division to manage officers who serve in positions of high responsibility involving the integration of various functions of the Army. Respondents in the colonel group had an average length of service of 23.5 years. By the definition established for a careerist, an officer who planned to remain 20 or more years, this group has exceeded the decision point of interest for this analysis. Therefore, the colonel division was omitted from further analysis.

b. Combat Arms, Combat Support, and Combat Services Support Groups

To manage the duty positions where skills and job requirements are mutually supporting in the development of officer competence below the grade of colonel, OPMD has established three divisions:

- 1) Combat Arms Division
- 2) Combat Support Arms Division
- 3) Combat Services Support Division

The allocation of specialties to these three occupational categories was based on an analysis of the duties of each

specialty described in the officer occupational manual [Ref. 40]. While specialties (e.g., infantry and armor) with duties and responsibilities that have been judged similar were grouped together, these specialties are not necessarily identical. They vary considerably as a result of differences in mission, equipment, and concept of personnel utilization and development. However, these officer personnel management directorate groups were judged to be sufficiently homogeneous in general mission, policy, and concept of personnel utilization and development [Refs. 41 and 42].

The Army has all officer professional development and utilization under a dual specialty system. The objective is for each officer to gain and maintain proficiency in a primary and an alternate specialty. Officers with a primary specialty of the noncombat arms groups may not have one of the combat arms specialties (i.e., infantry, armor, field artillery, air defense artillery) as an alternate specialty. To participate in one of the combat arms specialties, these noncombat arms officers must accept the combat specialty as their primary specialty relegating their noncombat arms specialty to the alternate specialty position. This requires their transfer from the appropriate noncombat arms management group to the combat arms management group and attendance at the required

military schooling for their grade and combat specialty. This is only one example of the use of policies by the officer personnel management directorate to control specialty group integrity in an effort to maintain management categories with common missions, policies, and personnel utilization and development. Table IV shows the clustering of specialties that each of the three divisions manage [Refs. 40, 41, 42, 43, and 44].

Normally an officer entering active duty would have a basic accession specialty designated as his primary specialty by Headquarters, Department of the Army (HQDA). A basic entry accession specialty is one in which newly commissioned officers receive their initial professional development and utilization. Table IV lists accession specialties some of the officer respondents held at the time the survey was administered. These accession specialties were also the respondents' current primary specialty [Ref. 41: pp. 2.1-2.4].

The specialties listed under the nonaccession columns of Table IV are considered to be advanced entry specialties. An advanced entry specialty is one in which most of the position requirements are in the field grades (i.e., major and above) and which are normally entered when an officer is a captain or major, approximately the fourth through fifteenth year of commissioned service. An officer

TABLE IV

OFFICER PERSONNEL MANAGEMENT DIRECTORATE CATEGORIES

ACCESSION		NONACCESSION	
COMBAT ARMS DIVISION SPECIALTIES			
11	Infantry	28	Training Development
12	Armor	46	Public Affairs
13	Field Artillery	48	Foreign Area Officer
14	Air Defense Artillery	54	Operations and Force Development
15	Aviation		
COMBAT SUPPORT ARMS DIVISION SPECIALITES			
21	Engineer	49	Operations Research/ System Analysis
22	Topographic Engineer	53	Automated Data Systems Management
25	Combat Communications-- Electronics		
261	Fixed Telecommunications Systems		
27	Communications--Electronics Engineering		
31	Military Police		
35	Military Intelligence		
36	Counterintelligence Signal Security		
37	Signal Intelligence-- Electronic Warfare		
72	Communications--Electronics Material Management		
74	Chemical		
COMBAT SERVICES SUPPORT DIVISION SPECIALTIES			
40	Personnel Management	41	Personnel Management Programs
42	Administrative & Personnel Systems Management	45	Comptroller
43	Community Activities Management	51	Research and Development
44	Finance	70	Logistic Management

TABLE IV (CONTINUED)

ACCESSION	NONACCESSION
71 Aviation Logistics	931 Logistic Service
73 Missile Materiel Management	Management
75 Munitions Materiel Management	97 Procurement
761 Armament Materiel Management	
771 Tank-Automotive Materiel Management	
81 Petroleum Management	
82 Subsistence Management	
831 General Troop Support Material Management	
861 Traffic Management	
871 Marine and Terminal Operations	
881 Highway-Rail Operations	
91 Maintenance Management	
92 Materiel/Services Management	
95 Transportation Management	

Sources: Adaptation from Headquarters Department of the Army, Army Regulations 611-101, Personnel Selection and Classification: Commissioned Officers Specialty Classification System (SSI), Changes 1-12, 1 March 1982 and Headquarters Department of the Army, Pamphlet No. 600-3 Officer Professional Development and Utilization, 1 March 1974.

¹Specialties that have been currently integrated or merged with others of similar duties or phased out of use.

is allowed to request designation of one of the advanced entry specialties as his or her primary specialty at any time after completion of two years of service. Such a designation is based on Army requirements and the officer's qualifications. Again, this table shows that some of the officers held a nonaccession specialty at the time of the survey which was their primary specialty [Ref. 41: pp. 2.1-2.4].

Certain of these nonaccession (advance entry) specialties include functions which are not related to the accession specialties within that management division. Assignment of these specialties to a particular management group is based on policy decisions. In development of the homogeneous groups for the analysis in this thesis, the assignment of atypical nonaccession specialties was of concern. This was particularly true within the combat arms division. In the other two divisions, nonaccession specialties were, for the most part, closely aligned to the accession specialties within each division.

As stated previously, officers with a noncombat arms specialty as their primary specialty are required to relegate that specialty to the secondary category if they desire to move into one of the combat arms specialties (i.e., infantry, armor, field artillery, air defense artillery) listed under the accession column of Table IV.

This scenario does not hold true for specialties listed under the nonaccession column of Table IV. These non-accession specialties are open to officers with combat as well as noncombat primary specialties. Additionally, no forced transfer of primary specialty designation is required or desired. Noncombat officers who accept one of these combat arms nonaccession specialties (i.e., training development, public affairs, foreign area officer, operations and force development) as their alternate specialty remain under the management control of their noncombat specialty management group. Those officers willing to transfer to the combat arms management group and who accept a nonaccession specialty as their primary specialty are not required to attend one of the combat specialty development schools [Ref. 41].

Therefore, two distinct heterogeneous subgroups exist within the combat arms division (i.e., combat trained officers and noncombat trained officers). The missions, policies, and personnel utilization and development were so incongruous between these two subgroups that analysis involving the combat arms division could be biased reflecting the noncombat arms response influence. This concern was subdued during examination of the group of officers selected for analysis. Within the combat arms division category no respondent possessed a nonaccession specialty as their primary specialty.

2. Professional Management Group

The judge advocate general's corps (JAG), the chaplains corps, and the Army medical department (AMEDD) are special branches that are not part of the officer personnel management system [Ref. 41: pp. 1.1]. These branches and the specialties comprising them are shown in Table V [Ref. 40]. The decision to include or exclude the officers of these branches depended upon determining whether such inclusion would significantly affect the analysis of factors affecting career intentions.

The majority of the specialties comprising these three branches (i.e., judge advocate general's corps, chaplains corps, and Army medical department) are considered professions (a vocation or occupation requiring advanced education and training, and involving intellectual skills, such as medicine, law, and theology). The specialties that are exceptions to this definition belong to the medical services corps (e.g., health care administrator, patient administrative officer, aeromedical evacuation officer, etc.). Otherwise, the medical corps (physicians), the dental corps, the veterinary corps, the nurse corps, the medical specialist corps, and the microbiologist, bio-chemist, psychologist, and other specialties of the medical service corps all fit the definition.

TABLE V
PROFESSIONAL MANAGEMENT GROUP

	<u>Specialty</u>
55	Legal
56	Chaplain
60-62	Medical Corps
63	Dental Corps
64	Veterinary Corps
65	Army Medical Specialist Corps
66	Army Nurse Corps
67-68	Medical Service Corps

Sources: Adaptation from Headquarters Department of the Army, Army Regulation 611-101, Personnel Selection and Classification: Commissioned Officers Specialty Classification System (SSI), Changes 1-12, 1 March 1982 and Headquarters Department of the Army, Pamphlet No. 600-3, Officer Professional Development and Utilization, 1 March 1974.

These professionals were a large proportion of the total sample constituting 25.5 percent of the Army officers responding to Form 3 (see Table III). The professionals' average level of education at service entry was 16.3 vs. 14.6 years for OPMD officers. The source of entry for the professional management group was primarily direct appointment from civilian status vs. the ROTC (scholarship) program for OPMD officers. The professional management group had advance promotion to first lieutenant or higher at service entry vs. OPMD's normal entry as second lieutenants. These procurement and development differences supported the removal of the professional group from this analysis.

3. Results of the Removal of the Colonel and Professional Groups

Table VI shows the effects of removing the colonel group and professional group of officers from further consideration. The sample size dropped by 571 to 1321 from the number shown in Table II and included officers in the grades of second lieutenant through lieutenant colonel. These grades are representative of five of the phases of an Army officer's career as discussed in the literature review.

F. ELIMINATION OF SMALL SAMPLE GROUPS

Rand [Ref. 38: pp. 5-14] had designed the stratification of the questionnaires to accommodate several aspects of DoD's continuing survey efforts that would enable data

TABLE VI
 DEMOGRAPHIC INFORMATION OF THE OPMD¹ OFFICERS

	Survey No (%)	Percent Reduced
Form 3		
Officers ²	1,422	-.29
Sex ³ :		
Male	1,250 (88.4)	-.23
Female	164 (11.6)	-.53
Racial Group ³ :		
White	1,245 (88.2)	-.29
Black	95 (6.7)	-.21
Others	72 (5.1)	-.34

Source: Author

¹Officer Personnel Management Directorate.

²Officers in the grades of Second Lieutenant through Lieutenant Colonel.

³Exact sample size will vary by question due to omissions.

comparison of past and future surveys. The sex and grade or rank stratification (see Table VII) required 500 completed usable questionnaires for each sample cell to provide a statistically significant number of usable responses in each cell. By applying appropriate weights for each cell population, statistics can be computed from this data. However, the sex and grade stratification levels developed by Rand were not sufficiently numerous to provide adequately sized cells for this analysis. Almost all of the occupational subgroup cells for minority women had few respondents, with the majority of the cells containing less than five. Consequently, women were omitted from further analysis.

G. LIEUTENANTS: THE GROUP OF INTEREST

Officers with less than one year of service were excluded from analysis because the respondents were in a training environment or assigned to their first military job as a commissioned officer. The lack of military experience and the closeness to the time of commissioning would tend to prevent these officers from being able to make a meaningful comparison between their military job situation and a civilian job situation. Using the average time-to-promotion data [Ref. 35] and the fact that all qualified lieutenants with four years of commissioned service were promoted to captain, all junior officers with four or more years of

TABLE VII
 SAMPLE STRATIFICATION FOR OFFICER PERSONNEL

Sample Cell No.	Sex	Grade
1	Male	O-1, O-2
2	Male	O-3
3	Male	O-4
4	Male	O-5, O-6
5	Female	O-1 to O-6

Source: The Rand Corporation N-1604-MRAL, 1978 DoD Survey of Officers and Enlisted Personnel: User's Manual and Codebook, by Z. D. Doering, and others, p. 6, January 1981.

service were excluded from this analysis. Thus, the focus of this thesis was on the study of the career orientation of 239 male OPMD junior officers with one to three years of active duty as Army commissioned officers.

H. GENERAL INFORMATION ON THE GROUP OF INTEREST

This group of junior officers (in total 239 cases) had a career orientation (CO) mean response value of 8.3 years. CO is a measure of the number of years an officer intends to serve past the end of his minimum service obligation. The three occupational groups within our sample of interest, the combat arms (CA) officers with 130 cases, the combat support (CS) officers with 58 cases, and the combat services support (CSS) officers with 46 cases, each had a mean CO value of 9.8, 5.1, and 8.6 respectively. Additionally, the overall groups' mean response to question ninety-six, "satisfaction with military life" was 3.9 on a scale of one for "very dissatisfied" to seven for "very satisfied". In the occupational groups, the CA officers had the highest satisfaction value, a 4.1, followed closely by the CSS group with a value of 3.8. The CS group had the lowest satisfaction value, 3.6.

The average age of the sample was 24.6 years where the occupational groups' standard deviations were a $\pm .1$ years. The mean level of education was 16.2 years and again the occupational groups' standard deviations were $\pm .1$ years. Overall, 60.1 percent of the lieutenants were married.

The commissioning source results showed that 43 percent of the sample had been commissioned through the ROTC scholarship program, 27.8 percent through a military academy, and 22.8 percent through the regular ROTC program. The remaining 16.4 percent of the sample received their commissions through other means (i.e., direct appointment, Officer Candidate School, etc.). The CA officers' occupational group had 40 percent of the respondents receive their commission through the military academy program, 31.5 percent from the ROTC scholarship program and 21.5 percent from the regular ROTC program. The CS group's commissioning sources were 44.8 percent from the ROTC scholarship program and 24.1 percent from both the regular ROTC and military academy programs. The CSS group obtained 68.9 percent of its commissions through the ROTC scholarship program, 26.7 percent from the regular ROTC program and none from the academies.

Finally, the comparison of several perceived civilian working conditions (see Appendix A) with actual military working conditions on a scale of one, "civilian job a lot better", to five, "civilian job a lot worse", produced the following general results. The wages and salaries, work schedules, equipment and job location all averaged a 1.5 value or lower indicating a strong perception that the civilian market place is a lot better than the military.

The highest average rating, 3.5, was given in the comparison of medical benefits. Overall, the lieutenants viewed the civilian job conditions (see Appendix A) as being better than those provided by the military.

I. SUMMARY

This study places special emphasis on the importance of occupations to retention. Thus, the analytical framework presented in Chapters IV, V, and VI provides firm statistical justification in establishing factors that critically influence career decisions within the three generic sets of occupations.

IV. ANALYSIS OF CAREER ORIENTATION

Regression analysis was conducted using a measure of the career orientation of officers in each of three occupational groups as the dependent variable. This occupational grouping allowed the flexibility of capturing differences in factors influencing the career orientation of these different occupational groups of junior army officers with one to three years of active service. The number of years an officer anticipates active service after completion of the minimum active duty requirements was used as a measure of career orientation. This career orientation measure was regressed with forty-six independent explanatory variables.

A. RESULTS

1. Combat Arms

As shown in Table VIII, the regression analysis of career orientation of lieutenants in combat arms produced an equation with nine variables explaining 57.2 percent of the variation in career orientation. "Satisfaction with military life" explained the majority (33.8 percent) of this variation for the combat arms occupational group. Four of the nine variables dealt with responses concerning the comparison of alternative civilian job conditions with those of the military.

TABLE VIII

REGRESSION ANALYSIS OF CAREER ORIENTATION:
COMBAT ARMS OFFICERS

<u>Variables</u>	<u>R²</u>	<u>B Coefficient</u>	<u>Significance of Coefficient</u>
Satisfaction with military life	0.338	1.63	0.001
Comparison of civilian vs. military job conditions: interesting and challenging work	0.402	1.37	0.026
Civilian job offers: past year	0.430	4.92	0.001
Family better off if left military	0.476	2.89	0.001
Source of commission: academy graduate	0.512	8.02	0.001
Comparison of civilian vs. military job conditions: having a say	0.531	1.62	0.011
Source of commission: ROTC regular	0.549	3.42	0.025
Hours on call/alert/ duty roster	0.561	0.03	0.047
Age at service entry	0.572	0.80	0.076

n=130

Source: Author

2. Combat Support

The results of combat support officers' regression analysis is shown in Table IX. Again, "satisfaction with military life" accounted for over half of the total explained variation in career orientation. The regression equation for this occupational group had the lowest overall explanatory power of the three occupational groups.

3. Combat Services Support

Table X shows that seven variables explained 75.6 percent of the variation in career orientation of the combat support officers. For this group "satisfaction with military life" accounted for 46.3 percent of the variation in career orientation. This group tended to place a large amount of emphasis on military compensation with four of the seven selected variables concerning wages, allowances, or income. Additionally, the lieutenants commissioned through the ROTC scholarship program were more likely to leave the service than those officers commissioned through the ROTC regular program or the academy.

4. Comparison

A comparison of the three occupational groups (see Table XI) showed that "satisfaction with military life" was an important determinant of career orientation for officers in each of the occupational groups. In addition, this variable accounted for the majority of the explained

TABLE IX

REGRESSION ANALYSIS OF CAREER ORIENTATION:
COMBAT SUPPORT OFFICERS

<u>Variables</u>	<u>R²</u>	<u>B Coefficient</u>	<u>Significance of Coefficient</u>
Satisfaction with military life	0.149	2.45	0.001
Comparison of Civilian vs. military job conditions: having a say	0.192	-2.20	0.026
Type of housing	0.273	-3.23	0.052

n=58

Source: Author

TABLE X

REGRESSION ANALYSIS OF CAREER ORIENTATION:
COMBAT SERVICES SUPPORT OFFICERS

<u>Variables</u>	<u>R²</u>	<u>B Coefficient</u>	<u>Significance of Coefficient</u>
Satisfaction with military life	0.463	3.22	0.001
Total family income, 1978	0.564	6.67	0.001
Comparison of civilian vs. military job conditions: wages and salaries	0.616	4.54	0.001
Source of commission: ROTC scholarship	0.709	-4.37	0.015
Special allowance received: none	0.732	-5.18	0.003
Civilian vs. military compensation	0.735	1.82	0.021
Comparison of civilian vs. military job conditions: job security	0.756	1.49	0.043

n=46

Source: Author

TABLE XI

COMPARISON OF FACTORS AFFECTING OFFICER
CAREER ORIENTATION BY OCCUPATIONAL GROUP

<u>Variables</u>	<u>Combat Arms</u>	<u>Combat Support</u>	<u>Combat Services Support</u>
Hours on call/alert/duty, last seven days	X		
Age at service entry	X		
Don't receive any special monthly pay			X
Total family income, 1978			X
Received civilian job offers within the last year	X		
Comparison of civilian vs. military job conditions: having a say in what happens to me	X	X	
Comparison of civilian vs. military job conditions: the chance of interesting and challenging work	X		
Comparison of civilian vs. military job conditions: the wages and salaries			X
Comparison of civilian vs. military job conditions: the job security			X
Civilian vs. military compensation			X
Satisfaction with military life	X	X	X
Source of commission: academy graduate	X		
Source of commission: ROTC regular	X		
Source of commission: ROTC scholarship			X
Type of housing		X	
R^2	0.572	0.273	0.756

Source: Author

variation in career orientation of each group. Only one other variable was selected for inclusion in at least two of the occupational groups' regression equations. The combat arms and combat support officers considered "comparison of civilian versus military job conditions: having a say in what happens to me" as an important element in the career orientation. The segregation of the remaining variables within occupational groups indicated that factors affecting career orientation are specific to occupational groups.

B. SUMMARY

The analysis indicated that each occupational group had its own set of factors that influenced career orientation. The combat arms occupational group felt that interesting and challenging work and having a say in their jobs were important factors to them in the military, while the combat support group felt they would have more of a say in a civilian occupation. The combat services support group placed a great deal of emphasis on military benefits and compensation. Thus, proper management of the Army's junior officers may necessitate separately influencing factors that meet manpower goals for occupational groups rather than targeting one policy or benefit for all officers.

V. ALTERNATIVE JOB COMPARISONS AND TURNOVER

Regression analysis of the selected candidate variables with career orientation was the preliminary step in analyzing factors that may jointly or separately affect long-term and short-term turnover behavior. Long-term turnover is measured by the intentions of the lieutenants to remain on active duty twenty or more years (classified as a careerist). Short-term turnover is measured by the intention to stay on active duty at the completion of initial obligated service (classified as a stayer).

Discriminant analysis was used to identify both factors that influenced the short-term intentions to stay in the military and factors associated with the long-term intentions to become a careerist. Each of the three occupational groups was divided into two subgroups: (1) stayers and leavers, and (2) careerists and non-careerists, thus allowing the examination of variation in factors affecting the short-term versus long-term intentions by occupational group. Results of the preceding chapter (see Table XI) indicated that explicit examination of the thirteen alternative job condition measures (see Appendix A, question ninety-three) was appropriate.

A stepwise method of discriminant analysis was used to select a set of discriminanting variables and to construct a

discriminant function which maximized the separation of the two groups. The criterion controlling the stepwise process in this analysis was the largest increase in the generalized distance as measured by Rao's V. The standardized canonical discriminant function coefficient indicated the relative contribution of a variable to the discriminant function, just as the beta weights do in the multiple regression analysis. Finally, the canonical correlation squared corresponds to the eta in one-way analysis of variance and indicated the proportion of the variation found in the discriminant function which is explained by membership in the stayers/leavers or careerists/non-careerists groups [Ref. 45: pp. 434-467].

A. COMBAT ARMS OCCUPATIONAL GROUP

1. Stayers versus Leavers

Eighty-four lieutenants out of 130 (64.6%) indicated they would remain on active duty beyond the termination of their initial obligation. The discriminant function correctly classified 70.2 percent of these stayers and leavers utilizing three of the job condition variables (see Table XII). One variable alone, "the chance of interesting and challenging work," correctly classified 65.3 percent. The significant differences between stayers and leavers in relationship to perceived alternative work conditions were that the leavers felt they would find work less rewarding

TABLE XII
 COMBAT ARMS DISCRIMINANT ANALYSIS RESULTS
 (Stayers/Leavers)

<u>Variable</u>	<u>% Correctly Classified</u>	<u>Canonical Discriminant Coefficients</u>
The chance of interesting and challenging work	65.3	0.695
The work schedule and hours of work	67.7	-0.632
Having a say in what happens to me	70.2	0.583

Leavers = 40
 Stayers = 84
 Missing Cases = 6

n = 130

Source: Author

and challenging in the military, have less control of their lives in the military, and that their working hours would be much better in the civilian community.

2. Careerists versus Non-Careerists

Table XIII shows that fifty-nine (45%) of the 130 lieutenants planned to stay at least 20 years in the Army. "The chance of interesting and challenging work" correctly classified 69.8 percent of the cases. Three other variables entered the discriminant function adding 7.2 percent classificatory power.

The significant differences between careerist and non-careerist in relationship to perceived alternative work conditions were that the non-careerists felt that the military represented less interesting and challenging work, less control of their professional life, and less preferable working locations, while they could find a much better work schedule in the civilian community. Thus, the military work schedule was a serious detractor to the commitment of combat arms lieutenants to a military career.

3. Comparison Short-Term versus Long-Term Behavior

Sixty-five percent of the combat arms lieutenants indicated they would remain in the service past their initial obligation, but only 45 percent would make the military a career. Both short-term and long-term behavioral groups had identified three identical factors, in the same

TABLE XIII

COMBAT ARMS DISCRIMINANT ANALYSIS RESULTS
(Careerists/Non-Careerists)

<u>Variable</u>	<u>% Correctly Classified</u>	<u>Canonical Discriminant Coefficients</u>
The chance of interesting and challenging work	69.8	0.605
Having a say in what happens to me	73.0	0.509
The work schedule and hours of work	73.8	-0.556
Location of the job	77.0	0.443

Non-Careerists = 67
 Careerists = 59
 Missing Cases = 4

n = 130

Source: Author

order of importance, which had entered the discriminant functions (see Tables XII and XIII).

The careerists/non-careerists behavioral intention group had one additional variable, "location of the job", which entered the function. The constant rotation every three to four years was viewed as an attraction rather than a distraction for the combat arms lieutenants who manifested careerist intentions.

B. COMBAT SUPPORT OFFICERS

1. Stayers versus Leavers

Table XIV shows that twenty-seven (47%) of the fifty-eight combat support officers would remain on active duty after completing their initial obligation. The discriminant function with five variables was able to correctly classify 76.4 percent of the stayers/leavers. By itself, "the chance for promotion" factor was able to correctly classify 58.2 percent of this group's behavioral intentions.

The significant differences between combat support stayers and leavers in relationship to perceived alternative work conditions were that the leavers felt they would find less chance for promotion, less job security, worse co-workers, better work schedule, and much better medical compensation in the civilian community. The primary detractors of combat support lieutenants for continuing

TABLE XIV
 COMBAT SUPPORT DISCRIMINANT ANALYSIS RESULTS
 (Stayers/Leavers)

<u>Variable</u>	<u>% Correctly Classified</u>	<u>Canonical Discriminant Coefficient</u>
The chance for promotion	58.2	0.798
The work schedule and hours of work	65.5	-0.692
Job security	67.3	0.579
Medical benefits	72.7	-0.865
The people I work with	76.4	0.534

Leavers = 28
 Stayers = 27
 Missing Cases = 3

n = 58

Source: Author

military service beyond the initial obligated period appeared to be perceived poor medical services and undesirable work schedules. The large absolute value of the canonical discriminant coefficient indicated that "medical benefits" was the most important factor to enter this discriminant function (see Table XIV).

2. Careerists versus Non-Careerists

The combat support officers long-term intentions shows that only thirteen (22%) of the fifty-eight respondents were planning to be careerists. As shown in Table XV, five variables entered the long-term behavior discriminant function and correctly classified 79 percent of the careerists/non-careerists. One factor alone, "the chance of interesting and challenging work," was able to correctly classify 75 percent of the cases.

The significant differences between combat support careerists and non-careerists in relationship to perceived alternative work conditions were that the non-careerists felt they had less chance of interesting and challenging work, less job security, less chance of promotion, better health benefits, and a much better work schedule in the civilian sector. The primary detrimental factors identified by combat support lieutenants as affecting intentions to remain twenty or more years were the undesirable work schedule and perceived poor medical benefits. "The work

TABLE XV

COMBAT SUPPORT DISCRIMINANT ANALYSIS RESULTS
(Careerists/Non-Careerists)

<u>Variable</u>	<u>% Correctly Classified</u>	<u>Canonical Discriminant Coefficient</u>
The chance of interesting and challenging work	75.4	0.684
The work schedule and hours of work	77.2	-0.694
Job security	77.2	0.567
Medical benefits	77.2	-0.608
The chance for promotion	79.0	0.486

Non-Careerists = 44
 Careerists = 13
 Missing Cases = 1

n = 58

Source: Author

schedule and hours of work" was the most important factor entering this discriminant function based on the absolute value of the coefficient (see Table XV).

3. Comparison Short-Term versus Long-Term Behavior

While 47 percent of the combat support lieutenants planned to stay past their initial obligation, only 22 percent intended to make the Army a career. Both behavioral groups had five factors enter their discriminant functions. Four of these were the same for both groups, although the order of importance, as measured by the canonical discriminant coefficients shown in Tables XIV and XV were different.

The opportunities for promotion with the subsequent increase in pay, prestige, and responsibility was the primary factor keeping combat support officers past their initial obligation. Those lieutenants who planned to make the Army a career, did so because the challenging and interesting aspects of their military occupation exceeded the perceived prospects provided in the civilian market place. This factor, an intrinsic characteristic of job environment, was identified by Proctor, Lassiter and Dayars (1976) as one of the most influential in the junior officer's career decision process. Thus, this additional variable in the long-term discriminant function was the discriminator between the short-term and long-term behavioral intentions.

C. COMBAT SERVICES SUPPORT OFFICERS

1. Stayers versus Leavers

Twenty-three (50%) of the forty-six combat services support officers planned to remain on active duty after completing their initial obligation. "The chance of interesting and challenging work" correctly classified 80.5 percent of stayers and leavers and was twice as important, based on the coefficient, as any of the other variables that entered this discriminant function (see Table XVI). The three additional factors only added 7.3 percent classificatory power to this function.

The significant differences between combat services support stayers and leavers in relationship to perceived alternative work conditions were that the leavers felt they would find less rewarding and challenging work, less job security, better medical benefits, and a better work schedule in a civilian occupation.

2. Careerists versus Non-Careerists

Table XVII shows that nineteen (41%) of the forty-six combat services support officers were planning to serve twenty years or more on active duty in the Army. Ninety-three percent of this group were correctly classified by a discriminant function which contained three variables. "The chance of interesting and challenging work" classified 83.3 percent of these cases correctly and was twice as important

TABLE XVI

COMBAT SERVICES SUPPORT DISCRIMINANT ANALYSIS RESULTS
(Stayers/Leavers)

<u>Variable</u>	<u>% Correctly Classified</u>	<u>Canonical Discriminant Coefficient</u>
The chance of interesting and challenging work	80.5	0.937
Medical benefits	82.9	-0.475
The work schedule and hours of work	82.9	-0.479
Job security	87.8	0.423

Leavers = 18
Stayers = 23
Missing Cases = 5

n = 46

Source: Author

TABLE XVII

COMBAT SERVICES SUPPORT DISCRIMINANT ANALYSIS RESULTS
(Careerists/Non-Careerists)

<u>Variable</u>	<u>% Correctly Classified</u>	<u>Canonical Discriminant Coefficient</u>
The chance of interesting and challenging work	83.3	1.004
Medical benefits	88.1	-0.485
Wages or salaries	92.9	0.454

Non-Careerists = 23
 Careerists = 19
 Missing Cases = 4

n = 46

Source: Author

as the other variable in this function (see the canonical discriminant coefficient, Table XVII).

The significant differences between combat services support careerists and non-careerists in relationship to the perceived alternative work conditions were that the non-careerists believed they would find less interesting and challenging work, less financial compensation and better medical care in the civilian community.

3. Comparison of Short-Term versus Long-Term Behavior

Fifty percent of combat services support lieutenants planned to stay in the Army past their initial obligation period. The percentage dropped to forty-one percent who planned to make the Army a career in the long-term analysis.

The first two factors to enter both short-term and long-term discriminant functions for this occupational group were the same (see Tables XIV and XV). The other factors of each function distinguish different motivations for short-term and long-term turnover intentions. Thus, the stayers, who planned to remain past their initial obligation, did so because of the feelings of security associated with prospects of assured employment which outweighed the negative feeling associated with the military work schedule. But for these same stayers who indicated an intention to become careerists, the perception that military wages and salaries would be better than their civilian prospects became the most important determinant of career intention.

D. COMPARISON OF TURNOVER RESULTS BY OCCUPATIONAL GROUPS

1. Short-Term Turnover

Nine of the thirteen comparative job attribute variables were important influences on turnover in one or more of the combat arms, combat support, or combat services support occupational groups (see Table XVIII). Only one attribute, "the work schedule and hours of work," entered each occupational group's discriminant function. Thus, a common thread of dissatisfaction was with the military work ethic fostered by the tradition of self-sacrifice by the careerist and imposed upon the junior officer.

A second set of variables entered the discriminant functions of two of the occupational groups (see Table XVIII). The combat support and combat service support groups' leavers perceived that better medical care was available in the civilian sector, but job security in the civilian marketplace could not compete with the military. The combat arms and combat services support officers felt that although the chances of finding more challenging and interesting work was very unlikely, other unique factors in favor of the civilian community outweighed this military attraction.

In summary, no common set of factors explained the short-term behavioral intentions of all occupational groups, although, one factor, the working hours and schedules did

TABLE XVIII

COMPARISON OF OCCUPATIONAL GROUP DISCRIMINANT RESULTS

<u>Variable</u>	<u>Combat Arms</u>		<u>Combat Support</u>		<u>Combat Services Support</u>	
	<u>ST</u>	<u>LT</u>	<u>ST</u>	<u>LT</u>	<u>ST</u>	<u>LT</u>
Comparison of civilian vs. military job conditions:						
B. Having a say in what happens to me	X	X				
D. Medical benefits			X	X	X	X
E. The chance of interesting and challenging work	X	X		X	X	X
F. Wages and salaries						X
G. The chance for promotion			X	X		
I. The people I work with			X			
J. The work schedule and hours of work	X	X	X	X	X	
K. Job security			X	X	X	
M. Location of the job		X				

Source: Author

span all groups. Thus, the short-term turnover analysis indicated that, in general, each occupational group had its own set of factors that influenced the stayers' and leavers' intentions.

2. Long-Term Turnover

As in the short-term analysis, one variable, "the chance of interesting and challenging work," entered the discriminant functions of the three occupational groups (see Table XVIII). The careerists in each group felt that the military, as an occupation, was far more interesting and challenging than the opportunities available in the civilian community.

A second set of variables entered the discriminant functions of two of the occupational groups (see Table XVIII). The combat support and combat services support non-careerists perceived medical benefits as being much better in the civilian community. The combat arms and combat support non-careerist viewed "the work schedules and hours of work" as being much better in a civilian occupation.

In summary, three factors crossed occupational boundaries and entered the discriminant functions of more than one occupational group. The five remaining factors influencing long-term behavioral intentions were unique to an occupational group. Thus the long-term turnover analyses indicated that despite the universal influence of "the

chance of interesting and challenging work" variable, each occupational group had its own unique set of factors that influenced careerists' and non-careerists' long-term intentions.

3. Comparison of Short-Term versus Long-Term Behavior

An examination of the short-term and long-term intentions across occupational groups indicated that no one variable entered the discriminant functions of each short-term and long-term occupational group (see Table XVIII).

Two factors entered five of the six possible discriminant functions. These results indicated that except for the combat support stayers, all other lieutenants, stayers and careerists, were motivated by the military's more challenging and interesting work. Likewise, except for the combat service support non-careerists, all other lieutenants, leavers and non-careerists, were motivated to turnover by civilian working hours and schedules being better than the military's.

The remaining variables affected at most two of the occupational groups. For example, the combat support and combat service support leavers' and non-careerists' perceptions that civilian medical benefits were superior to the military's were significant in their short-term and long-term decisions, but this factor was not significant to the combat arms officers. No common set of variables tied

the short-term and long-term behavioral intentions together across all occupational bounds. This result again supports the conclusion that separate manpower and personnel policies should be developed for occupational groups rather than one policy for all officers.

E. SATISFACTION WITH MILITARY LIFE AND CAREER COMMITMENT

Abundant evidence exists in the literature pointing to low satisfaction as a precipitator of search for more satisfying employment. The search then becomes a link between job satisfaction and the decision to leave the current organization [Ref. 46]. To test this hypothesis for Army officers, additional discriminant analyses of the short-term and long-term behavioral groupings were performed. With the "satisfaction with military life" factor as the single independent variable, the stepwise discriminant method was employed to analyze the classificatory power of variables.

Table XIX shows the results of the discriminant analyses conducted. In the short-term behavioral analysis, the combat services support officers had the largest proportion (78 percent, of cases correctly classified. The combat support group had a low of 58.2 percent. In the long-term behavioral analysis, the combat support officers had a high of 79 percent correctly classified while the combat arms officers had a low of 76.2 percent correctly classified.

TABLE XIX

DISCRIMINANT ANALYSIS EXAMINING
SATISFACTION WITH MILITARY LIFE VARIABLE

Part 1: Short-Term Behavior

<u>Occupational Group</u>	<u>% Correctly Classified</u>	<u>Leavers</u>	<u>Stayers</u>	<u>Missing Cases</u>	<u>n</u>
Combat Arms	77.4	40	84	6	130
Combat Support	58.2	28	27	3	58
Combat Services Support	78.0	18	23	5	46

Part 2: Long-Term Behavior

<u>Occupational Group</u>	<u>% Correctly Classified</u>	<u>Leavers</u>	<u>Stayers</u>	<u>Missing Cases</u>	<u>n</u>
Combat Arms	76.2	67	59	4	130
Combat Support	79.0	44	13	1	58
Combat Services Support	78.6	23	19	4	46

Source: Author

The results of the comparison of discriminant analyses using the "civilian versus military job conditions" variable and the "satisfaction with military life" variable are shown in Tables XX and XXI. In the short-term behavioral group, Table XX, the factors related to comparative job conditions were the determining influences in the decision of combat support and combat services support officers to remain past the initial obligation period. The combat arms officers' "satisfaction with military life" variable correctly classified a larger percentage of the cases than did the comparative job conditions variables. Thus, the lieutenants' short-term turnover decision to remain in the Army or depart after completing their initial obligation would most likely be based upon a set of comparable alternatives, such as the comparative job conditions.

The long-term behavioral results, Table XXI, indicated that for the combat services support officers the job condition factors correctly classified a larger percentage of cases than the "satisfaction with military life" variable. However, for the combat support and combat arms officers the differences between the classificatory power of the job conditions variables and the satisfaction variable were negligible. Thus, only the combat services support occupational group's long-term turnover intention to remain

TABLE XX
 COMPARISON OF DISCRIMINANT RESULTS
 SHORT-TERM BEHAVIOR

Occupational Group	<u>% Leavers</u>	Civilian vs. Military Job Conditions & Correctly Classified	No. of Variables	Satisfaction with Military Life & Correctly Classified	No. of Variables
Combat Arms	30.8	70.2	3	77.4	1
Combat Support	48.3	76.4	5	58.2	1
Combat Services Support	39.1	87.8	4	78.0	1

Source: Author

TABLE XXI
 COMPARISON OF DISCRIMINANT RESULTS
 LONG-TERM BEHAVIOR

Occupational Group	% Non-Careerists	Civilian vs. Military Job Conditions & Correctly Classified	No. of Variables	Satisfaction with Military Life & Correctly Classified	No. of Variables
Combat Arms	51.5	77.0	4	76.2	1
Combat Support	75.9	79.0	5	79.0	1
Combat Services Support	50.0	92.9	3	78.6	1

Source: Author

on active duty until retirement would most likely have been based on a set of comparable job alternatives rather than a general feeling of satisfaction alone.

Overall, of the six discriminant comparisons shown in Table XX and XXI, only three of the comparative job condition results correctly classified a larger percentage of the cases than the "satisfaction with military life" variable. These results indicated that the existing relationship between "satisfaction with military life," a nebulous concept, and the set of comparative job conditions measures needed to be investigated further.

VI. ANALYSIS OF SATISFACTION WITH MILITARY LIFE

Analysis conducted in the previous chapters indicated that "satisfaction with military life" was the most important explanatory variable for differences in career orientation. This result confirmed the findings in the literature that the decision to remain or quit an organization is heavily influenced by the absolute levels of satisfaction [Ref. 47]. Additionally, analysis conducted by Schmidt [Ref. 48] on junior Naval officers and Calero [Ref. 49] on junior Air Force officers based on the same Rand data source as this thesis concluded that "satisfaction with military life" was the most influential factor affecting organizational commitment.

Since "satisfaction with military life" is a rather vague concept, this chapter analyzes the relationship between this factor and measures of relative "civilian versus military job conditions." Stepwise linear regression was used to evaluate the specific contributions of each of the job condition variables in explaining "satisfaction with military life."

A. COMBAT ARMS OFFICERS

Stepwise regression analysis produced a prediction equation isolating the best set of comparative job condition

variables explaining combat arms officers' "satisfaction with military life." Table XXII shows that four variables explained 31.5 percent of the variation in satisfaction with the military. All of the regression coefficients for these variables were significant at the .04 level. "The chance of interesting and challenging work" explained the largest proportion (19.4 percent) of the satisfaction and its coefficient was significant at the .01 level. Thus, this equation implied that, for the combat arms officers, perception of co-workers, work schedules, chance of interesting work, and ability to control their lives were the most influential factors explaining "satisfaction with military life."

B. COMBAT SUPPORT OFFICERS

The regression equation for the combat support officers selected only two of the thirteen comparative job conditions variables to explain "satisfaction with military life." Table XXIII shows that 30.6 percent of the variation in satisfaction with military life was explained by the two variables and both were highly significant at the .004 level. "The chance of interesting and challenging work" explained the largest proportion (19.5 percent) of this satisfaction. This equation for the combat support officers inferred that their perceptions of the chance of interesting work and chance of promotion were the most

TABLE XXII

REGRESSION ANALYSIS OF SATISFACTION WITH MILITARY LIFE
COMBAT ARMS OFFICERS

<u>Variables</u>	<u>R²</u>	<u>Coefficient</u>	<u>Significance of Coefficient</u>
Comparison of civilian vs. military job conditions:			
--The chance of interesting and challenging work	0.194	0.35	0.009
--The people I work with	0.251	0.42	0.003
--The work schedule and hours of work	0.291	0.42	0.023
--Having a say in what happens to me	0.315	0.28	0.041

n = 130

Source: Author

TABLE XXIII

REGRESSION ANALYSIS OF SATISFACTION WITH MILITARY LIFE
COMBAT SUPPORT OFFICERS

<u>Variables</u>	<u>R²</u>	<u>Coefficient</u>	<u>Significance of Coefficient</u>
Comparison civilian vs. military job conditions:			
--The chance of interesting and challenging work	0.195	0.63	0.002
--The chance of promotion	0.306	0.55	0.004

n = 58

Source: Author

influential variables in explaining satisfaction with military life.

C. COMBAT SERVICES SUPPORT OFFICERS

The set of explanatory variables that entered the equation for the combat services support officers are shown in Table XXIV. These four variables explained 56.5 percent of the variation in satisfaction with military life. All of the regression coefficients were significant at the .06 level. "The chance of interesting and challenging work" explained the largest proportion (39 percent) of the variation and was significant at the .001 level. Two of the variables, "medical benefits" and "wages and salaries," were anomalies with the algebraic signs of the regression coefficients being opposite of those expected ($B = -0.357$ and $B = -0.465$, respectively). Both variables showed negative correlations with "satisfaction with military life" (see Appendix B, Table XXIX). This implies that the combat services support officers were more likely to be dissatisfied with military life if they considered medical benefits to be better in the military. More likely, these variables are reflecting a spurious correlation with satisfaction with military life due to a high negative correlation with other job attributes having strong positive correlation with satisfaction. More research is needed to identify these possible interrelationships.

TABLE XXIV

REGRESSION ANALYSIS OF SATISFACTION WITH MILITARY LIFE
COMBAT SERVICES SUPPORT OFFICERS

<u>Variables</u>	<u>R²</u>	<u>Coefficient</u>	<u>Significance of Coefficient</u>
Comparison of civilian vs. military job conditions:			
--The chance of interesting and challenging work	0.390	0.708	0.001
--Medical benefits	0.469	-0.357	0.019
--Wages and salaries	0.525	-0.465	0.041
--The people I work with	0.565	0.379	0.058

n = 46

Source: Author

The regression equation for the combat services support officers implied that their perceptions of the chance of interesting work, medical benefits, financial compensation, and co-workers were the most influential factors explaining (positively or negatively) satisfaction with military life.

D. SUMMARY

A comparison of the three occupational groups (see Table XXV) showed that "the chance of interesting and challenging work" was the most important determinant of "satisfaction with military life." It explained most of the variation, as shown in parenthesis, in each of the occupational groups. Only one other variable was selected for inclusion in at least two of the occupational groups' regression equations. The combat arms and combat services support officers considered "the people I work with" as an important element of satisfaction.

Although one variable, "the chance of interesting and challenging work," entered each occupational group's equation, there were six others that entered at least one group's equation. For the combat arms officers four factors are closely related to satisfaction: interesting work, co-workers, working hours, and self-determination. The combat support officers' equations had two variables related to satisfaction: interesting work and promotion opportunities. Finally, the combat services support

TABLE XXV

COMPARISON OF FACTORS AFFECTING SATISFACTION
WITH MILITARY LIFE

<u>Variables</u>	<u>Combat Arms</u>	<u>Combat Support</u>	<u>Combat Services Support</u>
Comparison civilian vs. military job conditions:			
--The chance of interesting and challenging work	X	X	X
Individual R ²	(0.194)	(0.195)	(0.390)
--Having a say in what happens to me	X		
--Medical benefits			X
--The wages and salaries			X
--The chance of promotion		X	
--The people I work with	X		X
--The work schedule and hours of work	X		
Total R ²	(0.315)	(0.306)	(0.565)

Source: Author

officers' equations had four factors closely related with satisfaction: interesting work, medical care, financial compensation, and co-workers. The separation of explanatory variables continued to support the heterogeneity of each occupational group.

VII. SUMMARY AND CONCLUSIONS

A. INTRODUCTION

This study was directed toward identifying the relationships among the various factors that influence Army junior officer career occupational decisions. The conclusions presented reflected the detailed quantitative analysis of the 1978 DoD Rand Survey Collected from 239 Army Officer Personnel Management Directorate (OPMD) junior officers with one to three years of active service. The quantitative analysis was performed by using a number of carefully selected analytical tools available on the Naval Postgraduate School computer system and the Statistical Package for the Social Sciences [Ref. 45] software.

Throughout the analysis and discussions, the junior officers were referred to as being in one of three occupational groups: combat arms, combat support, or combat service support. The breadth of this study distinguishes it from previous studies of a similar nature because it focused on the set of factors affecting turnover within occupational groups rather than the officer community in general. Thus, personnel management decisions could be based on an occupational community perspective rather than the global "shotgun" strategies employed historically.

This study developed and tested a model to analyze the problem of voluntary termination from the Army officer corps using a sequential methodology and examining the problem from three perspectives. Chapter IV considered the influence of selected predictor variables on the decision to leave or remain beyond obligated service for each occupational group. Chapter V examined the turnover decision from a behavioral standpoint by differentiating between the short-term and the long-term decisions within occupational groups using two specific discriminatory subgroups: stayers versus leavers and careerists versus non-careerists. Finally, Chapter VI established a model able to explain the influence of alternative job opportunities provided by the civilian community on the degree of "satisfaction with military life."

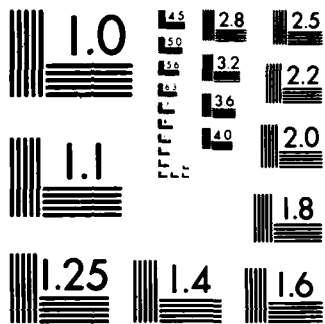
B. ANALYSIS OF CAREER ORIENTATION

The regression analysis presented in Chapter IV was conducted as the first approach in determining the key factors that influenced the career orientation of the three different occupational groups of junior officers. A measure for organizational commitment was constructed from survey questions which measured how many years of active service the officer was anticipating serving after completing his minimum active duty requirements. This analysis showed that the "satisfaction with military life" variable

overwhelmingly influenced the organizational commitment (e.g., career intention) of the lieutenants in each occupational group (i.e., combat arms, combat support, and combat services support). Although "satisfaction with military life" was the only variable to enter the stepwise regression for each occupational group and contributed most to the explanation of variation in career orientation for each group, this variable does not explain why personnel are satisfied with military life and working conditions.

One other variable, "comparison of civilian versus military job conditions: having a say in what happens to me," entered two of the occupational groups' regression equations as an element in the career orientation decision. The analysis indicated that each occupational group would have its own set of factors that influenced career orientation decisions if the "satisfaction with military life" variable was removed.

Comparison of these results with similar analyses conducted by Schmidt [Ref. 48] and Calero [Ref. 49] indicated that the "satisfaction with military life" variable was a major influence on the career orientation behavior of officers from each branch of the military services. Their analyses were conducted using a group of Navy and Air Force junior officers from the same 1978 DoD Rand Survey [Ref. 38]. Thus, this analysis and the work done by Schmidt and



MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS 1963-A

Calero supported the conclusions in the literature that satisfaction with current occupational situation and perceived future career prospects are "good" predictors of organizational commitment.

C. ALTERNATIVE JOB COMPARISONS AND TURNOVER

The second approach in this study of career motivation of junior officers required the identification of separate sets of explanatory variables for the short-term and long-term occupational decisions. The short-term turnover behavior variable was developed and defined as a measure of the intention of the lieutenants to remain on active duty at the completion of their initial obligated service period. The long-term turnover behavior variable was developed and defined as a measure of the intention of the lieutenants to remain on active duty twenty or more years. With the ambiguous nature of the "satisfaction with military life" variable identified in Chapter IV, discriminant analysis was undertaken in Chapter V to identify which of the thirteen alternative job condition measures (see Appendix A, question ninety-three) were the best predictors of short-term and long-term career turnover decisions for each of the three occupational groups. The same discriminant analysis technique was then repeated using the "satisfaction with military life" variable as the only classificatory variable. This methodology allowed for the determination of whether

the job comparison variables or the satisfaction variable alone had the greater classificatory power.

1. Combat Arms Occupational Group

The career decision analysis conducted for the combat arms lieutenants indicated that the job comparison variable "the chance of interesting and challenging work" correctly classified the largest percentage of short-term stayers and leavers and long-term careerists and non-careerists, as shown in Table XII. Additionally, the second two most influential classificatory variables in both of the short-term and long-term discriminant functions were the same, while their degree of classificatory importance was reversed in the two analyses. For the short-term decision, "the chance of interesting and challenging work" was more influential than "having a say in what happens to me" but less important in the long-term decision analysis. In both of the analyses, the stayers (remaining on active duty beyond the completion of their initial obligation) and the careerists (staying at least twenty years) combat arms lieutenants felt that they would find work more rewarding and challenging in the military, control their lives more in the military, and that their working hours would be better in the civilian community.

Tables XX and XXI show that the classificatory powers of the set of job comparison alternatives for the

combat arms occupational group were 70.2% and 77% for short-term and long-term decisions respectively. The classificatory power of the "satisfaction with military life" variable was 77.4% and 76.2% for short-term and long-term decisions respectively. Thus, a larger percentage (by 7.2%) of the short-term decision cases were correctly classified by the set of job comparative variables. However, the reverse is true for the long-term career decision, but the difference (0.8%) is very small.

Comparison of this analysis on junior officers of the Army combat arms occupational group with similar analysis conducted by Calero [Ref. 49] on junior Air Force officers produced almost identical results. For both services, the "satisfaction with military life" factor provided the most classificatory power. Of the explanatory variables related to job alternatives, "having a say in what happens to me" was consistently selected in the long-term and short-term discriminant functions. Junior combat officers of both services indicated that self-determination and personal control of their professional military life was an important factor in the career decision process.

2. Combat Support Occupational Group

The analyses conducted on the combat support lieutenants showed that five of the thirteen job comparison variables (see Tables XIV and XV) entered the short-term and

long-term turnover discriminant analyses. The "chance for promotion" variable correctly classified the greatest percentage of the short-term behavioral intentions while being the last variable to enter the long-term analysis. In the long-term analysis, "the chance of interesting and challenging work" variable provided the largest classificatory power of the five variables. Work schedule, security and medical benefits entered both the long-term and short-term analyses as the second, third, and fourth variables respectively. "The people I work with" variable was the last one to enter the short-term discriminant analysis.

In both discriminant equations it can be seen that the respondents perceived that work schedules and medical benefits would be better in the civilian job market. Yet, they also believed that the military would provide better job security and ameliorated promotion opportunities.

Additionally, Table XX showed that the percent of short-term behavior cases correctly classified using the job conditions variables was significantly larger than the percentage classified by the satisfaction with military life variable. The combat support long-term behavioral analysis, illustrated in Table XXI, indicated that both the job condition variables and the satisfaction with military life variable correctly classified the same percentage of cases.

Therefore, in the short-term, the job conditions variables were a much better predictor of a turnover decision than the satisfaction with military life variable. But, in the long-term analysis the distinction between predictors was blurred with the classificatory power being equal in both discriminant equations.

3. Combat Service Support Occupational Group

The career decision analysis conducted on the combat service support officers indicated that the first two variables of the short-term and long-term discriminant equations were the same: "the chance of interesting and challenging work" and "medical benefits." These two variables accounted for 82.9% of the correctly classified cases in the short-term analysis and 88.1% of the correctly classified cases in the long-term analysis.

A total of four variables entered the short-term discriminant function (see Table XVI), accounting for 87.8% of the correctly classified cases. Lieutenants staying past their initial obligated service period felt that the Army provided better job security and more interesting and challenging work but that the civilian community would provide better medical benefits and a more reasonable work schedule.

The long-term discriminant function contained three variables accounting for 92.9% of the correctly classified

careerists and non-careerists (see Table XVII). Officers who had indicated they would remain on active duty twenty or more years felt the Army provided better wages and more interesting and challenging work while medical benefits were perceived to be better in the civilian community.

Since the first two variables are the same in the short-term and long-term discriminant analyses, the discriminator between these two equations must be sought in the remaining variables of both equations. In the short-term decision to remain past their initial obligation, the stayers' feelings of job security were important. However, the long-term careerist's perception that the military monetary compensation would be superior to that provided by the civilian community was the primary factor affecting the decision to remain twenty or more years.

Tables XX and XXI show that the percent of cases correctly classified by the set of job comparison alternatives for the combat services support lieutenants' short-term and long-term decision analyses were significantly greater than the percent of cases correctly classified by the "satisfaction with military life" variable. Thus, the job comparison variables can be used in the development of clear, distinct policies affecting the career decision of combat service support junior officers.

4. Summary of Discriminant Analysis for All Occupational Groups

Seven comparative job attributes (see Table XVIII) influenced the short-term turnover analyses conducted on the combat arms, combat support and combat service support occupational groups. "The work schedule and hours of work" attribute was a common point of dissatisfaction found in the analysis of each group.

Of the nine attributes entering the discriminant functions, eight influenced the long-term turnover decision in at least one of the occupational groups' analyses (see Table XVIII). Again, only one variable, "the chance of interesting and challenging work" was a common thread uniting all the groups. In this instance, the junior officers felt that a military occupation was more intrinsically rewarding than a civilian occupation.

Finally, the discriminant analyses conducted in Chapter V demonstrated that no one job condition variable or set of job condition variables could be used to determine the short-term and long-term behavioral intentions of all occupational groups.

The results indicate that the job condition attributes can be useful in the development of major policies affecting lieutenants within an occupational group, rather than applying to all junior officers. Although the "satisfaction with military life" variable was shown to be a

strong determinant of career intentions, its utility in the definition of major personnel policies is limited.

D. ANALYSIS OF SATISFACTION WITH MILITARY LIFE

As shown previously in the literature and in this study, the "satisfaction with military life" variable had the strongest influence on the career decision making processes of junior officers. Because satisfaction is a vague concept, Chapter VI analyzed the relationship between satisfaction and the comparative job attributes.

The analyses of each occupational group (see Tables XXII, XXIII, and XXIV) showed that one variable, "the chance of interesting and challenging work," was the most important factor influencing "satisfaction with military life." Yet each occupational group had its own set of job comparison variables which explained their satisfaction. The combat officers' equation implied that the capabilities of their co-workers, working hours, and control of their careers were also important factors which influenced satisfaction. The combat support officers felt that "the chance of promotion" variable was the only other variable influencing satisfaction. Finally, the combat services support group felt that the medical benefits, wages, and co-workers were also influential factors explaining satisfaction.

E. CONCLUSION

This study has answered the question proposed in Chapter I. The analysis suggests that there are different sets of factors affecting the turnover decisions of each junior officer occupational community: combat, combat support, and combat services support. The results substantiate the hypothesis that manpower and personnel policies should be developed with an occupational community perspective rather than as a single policy for all officers. These findings should contribute to the understanding of personnel managers and policy makers of the factors which influence the career decisions of junior officers within and among occupational groups.

APPENDIX A

SURVEY QUESTIONS FOR CANDIDATE VARIABLES

SURVEY
QUESTION
NUMBER

QUESTION

SCALE

93 If you were to leave the service NOW and take a civilian job, how do you think that job would compare with your present military job in regard to the following work conditions?

	CIVILIAN JOB WOULD BE A LOT BETTER	CIVILIAN JOB WOULD BE SLIGHTLY BETTER	ABOUT THE SAME IN A CIVILIAN AND MILITARY JOB	CIVILIAN JOB WOULD BE SLIGHTLY WORSE	CIVILIAN JOB WOULD BE A LOT WORSE
WORK CONDITIONS					
The immediate supervisors	1	2	3	4	5
Having a say in what happens to me	1	2	3	4	5
The retirement benefits	1	2	3	4	5
The medical benefits	1	2	3	4	5
The change for interesting and challengeing work	1	2	3	4	5
The wages or salaries	1	2	3	4	5
The chance for promotion	1	2	3	4	5

The opportunities for training	1	2	3	4	5
The people I work with	1	2	3	4	5
The work schedule and hours of work	1	2	3	4	5
The job security	1	2	3	4	5
The equipment I would use on the job	1	2	3	4	5
The location of the job	1	2	3	4	5

Variable Name:	Content
Q93A	Immed. Supervisors
Q93B	Having a Say
Q93C	Retirement Benefits
Q93D	Medical Benefits
Q93E	Interesting Work
Q93F	Wages or Salaries
Q93G	Chance Promotion
Q93H	Training Opportunity
Q93I	People Work With
Q93J	Work Schedule and Hours
Q93K	Job Security
Q93L	Equipment
Q93M	Job Location

96 Now, taking all things together, how satisfied or dissatisfied are you with the military as a way of life? Mark one number on the line below.

Very
Dissatisfied Satisfied

o.....o.....o.....o.....o.....o.....o
1 2 3 4 5 6 7

APPENDIX B
CORRELATION MATRIX TABLES

All Occupational Groups

Combat Arms Officers

Combat Support Officers

Combat Services Support Officers

TABLE XXVI

CORRELATION MATRIX
ALL OCCUPATIONAL GROUPS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1 Q96	--													
2 Q93A	0.35	--												
3 Q93B	0.33	0.41	--											
4 Q93C	0.10	0.23	0.12	--										
5 Q93D	0.03	0.20	0.09	0.48	--									
6 Q93E	0.48	0.38	0.34	0.23	0.12	--								
7 Q93F	0.07	0.12	0.08	0.20	0.13	0.13	--							
8 Q93G	0.28	0.15	0.32	0.21	0.11	0.41	0.39	--						
9 Q93H	0.31	0.23	0.28	0.24	0.17	0.38	0.14	0.39	--					
10 Q93I	0.41	0.33	0.30	0.12	0.14	0.45	-0.01	0.21	0.37	--				
11 Q93J	0.17	0.18	0.23	0.02	0.04	0.05	0.11	0.11	0.14	0.14	--			
12 Q93K	0.14	0.22	0.28	0.26	0.13	0.21	0.01	0.16	0.28	0.29	0.06	--		
13 Q93L	0.22	0.21	0.20	0.19	0.12	0.34	0.12	0.21	0.35	0.31	0.12	0.21	--	
14 Q93M	0.20	0.15	0.15	0.12	0.12	0.22	0.06	0.19	0.26	0.24	0.14	0.20	0.22	--

Source: Author

TABLE XXVII

CORRELATION MATRIX
COMBAT ARMS OFFICERS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1 Q96	--													
2 Q93A	0.36	--												
3 Q93B	0.34	0.44	--											
4 Q93C	0.15	0.24	0.13	--										
5 Q93D	0.09	0.24	0.11	0.55	--									
6 Q93E	0.44	0.39	0.33	0.28	0.17	--								
7 Q93F	0.10	-0.00	0.10	0.31	0.17	0.05	--							
8 Q93G	0.20	0.08	0.33	0.24	0.12	0.37	0.33	--						
9 Q93H	0.36	0.23	0.28	0.23	0.17	0.38	0.07	0.40	--					
10 Q93I	0.43	0.38	0.25	0.15	0.11	0.51	-0.04	0.26	0.36	--				
11 Q93J	0.23	0.14	0.19	0.06	0.07	0.09	0.15	0.14	0.19	0.03	--			
12 Q93K	0.10	0.32	0.27	0.35	0.19	0.30	0.10	0.26	0.30	0.23	0.05	--		
13 Q93L	0.15	0.14	0.21	0.22	0.05	0.28	0.00	0.16	0.34	0.28	0.06	0.23	--	
14 Q93M	0.25	0.13	0.09	0.07	0.04	0.24	0.03	0.11	0.20	0.22	0.14	0.23	0.17	--

Source: Author

TABLE XXVIII

CORRELATION MATRIX
COMBAT SUPPORT OFFICERS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1 Q96	--													
2 Q93A	0.28	--												
3 Q93B	0.33	0.28	--											
4 Q93C	0.11	0.17	0.15	--										
5 Q93D	0.22	0.22	0.12	0.59	--									
6 Q93E	0.44	0.28	0.19	0.17	0.27	--								
7 Q93F	0.22	0.15	0.12	0.01	0.09	0.26	--							
8 Q93G	0.41	0.18	0.27	0.15	0.11	0.20	0.47	--						
9 Q93H	0.24	0.22	0.18	0.29	0.28	0.30	0.22	0.37	--					
10 Q93I	0.29	0.32	0.36	0.07	0.36	0.41	0.14	0.17	0.43	--				
11 Q93J	0.22	0.36	0.53	0.02	0.04	0.14	0.26	0.21	0.16	0.23	--			
12 Q93K	0.04	0.22	0.25	0.30	0.14	0.04	-0.23	-0.09	0.10	0.34	0.14	--		
13 Q93L	0.43	0.27	0.12	0.18	0.16	0.65	0.29	0.23	0.39	0.45	0.38	0.11	--	
14 Q93M	0.21	0.21	0.22	0.34	0.30	0.30	0.23	0.33	0.38	0.29	0.21	0.16	0.31	--

Source: Author

TABLE XXIX

CORRELATION MATRIX
COMBAT SERVICES SUPPORT OFFICERS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1 Q96	--													
2 Q93A	0.34	--												
3 Q93B	0.32	0.48	--											
4 Q93C	-0.04	0.20	0.02	--										
5 Q93D	-0.33	0.08	-0.07	0.27	--									
6 Q93E	0.62	0.55	0.49	0.25	-0.08	--								
7 Q93F	-0.25	-0.09	-0.13	0.19	0.13	0.03	--							
8 Q93G	0.36	0.36	0.33	0.29	0.11	0.62	0.37	--						
9 Q93H	0.20	0.29	0.34	0.24	0.03	0.34	0.13	0.36	--					
10 Q93I	0.50	0.26	0.40	0.14	-0.04	0.49	-0.06	0.24	0.34	--				
11 Q93J	0.09	0.12	0.12	-0.08	-0.00	0.15	-0.02	0.10	0.24	0.29	--			
12 Q93K	0.31	-0.03	0.26	0.04	-0.13	0.18	0.06	0.16	0.37	0.32	0.07	--		
13 Q93L	0.13	0.33	0.24	0.10	0.27	0.25	0.26	0.34	0.29	0.20	0.05	0.22	--	
14 Q93M	0.12	0.26	0.25	0.05	0.10	0.29	0.04	0.27	0.09	0.19	0.09	0.11	0.34	--

Source: Author

LIST OF REFERENCES

1. U.S. Congress, House of Representatives, Committee on Appropriations, Department of Defense Appropriation Authorization Act, U.S. Government Printing Office, Washington, D.C. 1981.
2. Flowers, U. S., and Hughes, C. L., "Why Employees Stay," Harvard Business Review, pp. 49-60, Jul-Aug 73.
3. Dunnette, M. D., Campbell, J. P., and Hakel, M. D., "Factors Contributing to Job Satisfaction and Job Dissatisfaction in Six Occupational Groups," Organizational Behavior and Human Performance, v. 2, n. 2, pp. 143-174, 1967.
4. The Franklin Institute Research Laboratory Technical Report 1-212, Career Motivation of Army Personnel - Junior Officer Duties, v. 2, by D. L. Franklin and others, 30 September 1968.
5. Sayles, L. R., Individualism and Big Business, New York: McGraw Hill Company, Inc., 1963.
6. Gilman, M. J., "The Supply of Volunteers to the Military Service," Studies Prepared for the President's Commission on an All-Volunteer Armed Forces, Vol. 1, Part 2, U.S. Government Printing Office, Washington, D.C., 1970.
7. The Rand Corporation R-1451-ARPA, The Implications of Manpower Supply and Productivity for Pay and Composition of the Military Force: An Optimization Model, by D. L. Jaquette and G. R. Nelson, July 1974.
8. The Rand Corporation R-2396-ARPA, Measuring On-the-Job Performance in Military Occupations, by R. M. Gray and M. F. Albrecht, December 1978.
9. The Rand Corporation P-5250, The Estimation of Training Premiums for U.S. Military Personnel, by A. Massell and G. R. Nelson, 1974.
10. National Bureau of Economic Research, Schooling, Experience, and Earnings, by J. Mincer, 1974.

11. Maslow, A. H., Motivation and Personality, New York: Harper, 1954.
12. Herzberg, F., Mousner, B., and Synderman, B. B., Motivation to Work, New York: Wiley, 1959.
13. Lawler, Edward E., Pay and Organizational Effectiveness, McGraw-Hill Book Company, Inc., New York, N.Y., 1971.
14. Department of the Army, Deputy Chief of Staff for Personnel Report 1-212, Career Motivation of Army Personnel - Junior Officers' Duties, by D. L. Franklin and others.
15. Gellerman, S. W., "Motivating Men With Money," Fortune, p. 145, March 1968.
16. Starcevich, M. M., "The Relationship Between the 'Central Life Interest' of First-Line Managers, Middle Managers and Professional Employees and Job Characteristics as Satisfiers and Dissatisfiers," Personnel Psychology, v. 26, pp. 107-115, 1973.
17. Weinstein, A. G. and Holbach, R. L., "Impact of Individual Differences, Reward Distribution and Task Structure on Productivity in a Simulated Work Environment," Journal of Applied Psychology, v. 58, n. 3. pp. 296-301, December 1973.
18. Office of Institutional Research, The Validity of Six Models of Job Satisfaction in Predicting Military Commitment and Retention, West Point, N.Y., 1971.
19. Army Military Personnel Center, Report AD-A007 833, Sample Survey of Military Personnel OPO-126 as of 30 November 1972; Survey Estimate of Career Plans of Male Officers and Factors Affecting Retention, Alexandria, VA 1973.
20. Schein, E. H., Career Dynamics: Matching Individual and Organizational Needs, Addison-Wesley Publishing Company, 1978.
21. Van Maanen, J., Schein, E. H., and Bailyn, L., "The Shape of Things to Come: A New Look at Organizational Careers," in J. R. Hackman, E. E. Lawler and L. W. Porter (eds.), Perspectives on Behavior in Organizations, McGraw-Hill, pp. 153-162, 1977.

22. "New Light on Adult Life Cycles," Time, in M. A. Morgan (ed.), Managing Career Development, D. Van Norstrand Company, pp. 41-42, 1980.
23. Dalton, G. W., Thompson, P. H., and Price, R. L., "The Four Stages of Professional Careers--A New Look at Performance by Professionals," in M. A. Morgan (ed.), Managing Career Development, D. Van Norstrand Company, pp. 43-60, 1980.
24. Louis, M. R., "Problems in Career Planning and Development," in Career Planning: Individual and Organizational Perspectives, by J.K. Arima (ed.), Naval Postgraduate School, NPS-54-81-009, pp. 5-16, July 1981.
25. Arima, J. K., "Stocks and Flows in Manpower Models Have Faces," in Career Planning: Individual and Organizational Perspectives, by J. K. Arima (ed.), Naval Postgraduate School, NPS-54-81-009, pp. 1-4, July 1981.
26. Feldman, D. C., "A Practical Program for Employee Socialization," in M. A. Morgan (ed.), Managing Career Development, D. Van Norstrand Company, pp. 73-86, 1980.
27. Webber, R. A., "Career Problems of Young Managers," in M. A. Morgan, (ed.), Managing Career Development, D. Van Norstrand Company, pp. 100-116, 1980.
28. Hall, D. T., Careers in Organizations, Goodyear Publishing Company, Inc., 1976.
29. Levinson, D. J., "The Mentor Relationship," in M. A. Morgan (ed.), Managing Career Development, D. Van Norstrand Company, pp. 117-122, 1980.
30. Burack, E. H., "Meeting the Threat of Managerial Obsolescence," in M. A. Morgan (ed.), Managing Career Development, D. Van Norstrand Company, pp. 140-148, 1980.
31. Levinson, J. I., "The Mid-Life Transition," in M. A. Morgan (ed.), Managing Career Development, D. Van Nostrand Company, pp. 133-139, 1980.
32. Levinson, H., "On Being a Middle-Aged Manager," in M. A. Morgan (ed.), Managing Career Development, D. Van Norstrand Company, pp. 123-132, 1980.

33. Connor, S. R. and Fielden, J. S., "RX for Managerial 'Shelf-Sitters'," in M. A. Morgan (ed.), Managing Career Development, D. Van Norstrand Company, pp. 151-157, 1980.
34. Sonnenfied, J., "Dealing with the Aging Work Force," in M. A. Morgan (ed.), Managing Career Development, D. Van Norstrand Company, pp. 158-169, 1980.
35. Philpott, T., "Times for Promotions Compared," Army Times, v. 40, p. 40, 17 May 1982.
36. Aizen, I. and Fishbein, M., Understanding Attitudes and Predicting Social Behavior, Prentice-Hall, Inc., 1980.
37. The Rand Corporation R-2468-MRAL, Models of the First-Term Reenlistment Decision, by W. K. Chow and J. M. Polich, September 1980.
38. The Rand Corporation N-1604-MRAL, 1978 DoD Survey of Officers and Enlisted Personnel: User's Manual and Codebook, by Z. D. Doering and others, January 1981.
39. Porter, L. W. and Steers, R. M., "Organizational Work, and Personnel Factors in Employee Turnover and Absenteeism," Psychological Bulletin, Vol. 80, pp. 151-176, 1973.
40. Headquarters Department of the Army, Army Regulation 611-101, Personnel Selection and Classification: Commissioned Officer Specialty Classification System (SSI), Changes 1-12, 1 March 1982.
41. Headquarters Department of the Army, Pamphlet No. 600-3, Officer Professional Development and Utilization, 1 March 1974.
42. Department of Defense, Office of the Assistant Secretary of Defense Manpower, Reserve Affairs and Logistics, Department of Defense 1312.1-M, Occupational Conversion Manual, Enlisted/Officers/Civilian, September 1980.
43. Department of Defense, Office of the Assistant Secretary of Defense Manpower, Reserve Affairs and Logistics, Department of Defense 1312.1, Department of the Army Pamphlet 611-11, Occupational Conversion Manual Enlisted/Officer/Civilian, December 1977.

44. Defense Manpower Data Center, Monterey, California, Occupational Conversion Table by Service, Service Occupation, DoD Group, Army Commissioned Officer-New, A Continually Updated Computer Data Base, by J. L. Crotser, 1982.
45. Nie, Normal H. and others, Statistical Package for the Social Sciences, second edition, pp. 434-467, McGraw-Hill, 1975.
46. March, J. and Simon, J., Organizations, Wiley, New York, 1959.
47. Porter L. W. and Steers, R. M., "Organizational Work and Personal Factors in Employee Turnover and Absenteeism," Psychological Bulletin, v. 80, pp. 151-176, 1973.
48. Naval Postgraduate School Technical Report #S33729, Factors Influencing the Career Orientation of Junior Officers in the United States Navy, by W. H. Schmidt, Jr., 1982.
49. Calero, A., Factors Affecting the Organizational Commitment of Junior Officers in the U.S. Air Force, M.S. Thesis, Naval Postgraduate School, Monterey, California, 1982.

INITIAL DISTRIBUTION LIST

	<u>No. Copies</u>
1. Defense Technical Information Center Cameron Station Alexandria, Virginia 22314	2
2. Defense Logistics Studies Information Exchange U.S. Army Logistics Management Center Fort Lee, Virginia 23801	1
3. Library, Code 0142 Naval Postgraduate School Monterey, California 93943	2
4. Department Chairman, Code 54 Department of Administrative Sciences Naval Postgraduate School Monterey, California 93943	1
5. Professor George Thomas, Code 54Te Department of Administrative Sciences Naval Postgraduate School Monterey, California 93943	4
6. Deputy Commander Soldier Support Center-National Capital Region Attn: ATZI-DC 200 Stovall Street Alexandria, Virginia 22332	2
7. MAJ Lewell P. Hayden 6046 Burnside Landing Drive Burke, Virginia 22015	2

END

FILMED

8-85

DTIC

