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## STUDENT REPORT

CAREER INTENTIONS AS A FUNCTION OF  
JOB ATTITUDES OF USAF PERSONNEL

MAJOR GARY L. ROBINSON 86-2135

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**TITLE** CAREER INTENTIONS AS A FUNCTION OF JOB  
ATTITUDES OF USAF PERSONNEL

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Submitted to the faculty in partial fulfillment of  
requirements for graduation.

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## PREFACE

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Much research has been conducted to determine what factors impact career decisions. Because retention is important to the Air Force, it is critical to study these factors. This research addresses job attitudes, as measured by the Organizational Assessment Package, and their relationship to career intent. The primary purpose of this study is to determine if job attitudes differ significantly for Air Force personnel with various levels of career intentions. Additionally, since the Air Force Leadership and Management Development Center's research and consulting functions are being phased out, this research provides documentation to a data base that might otherwise be lost.

As required by the Air Force Leadership and Management Development Center (LMDC), this report is written in the style and format as required by the American Psychological Association.

I wish to acknowledge the contributions of the LMDC personnel for making available their survey data and providing technical assistance and constructive criticism. In particular, a thank you to Major Mickey Dansby for his expert guidance. Without his contributions, meaningful completion of this study would not have been possible. Also, a special thanks to Major Steve Ray for keeping me on track throughout the project.

Any errors reflected in this report, in spite of the outstanding support I have received, are solely my responsibility.

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## ABOUT THE AUTHOR

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Major Gary L. Robinson entered the Air Force in 1973. He has served as a Command Control Training Officer and a B-52 Combat Crew Training Instructor at Castle Air Force Base and as the Wing Electronic Warfare Officer and B-52 Electronic Warfare evaluator in the Standardization and Evaluation Branch at Loring AFB. Major Robinson holds a Bachelor of Science degree in Business Administration from Parsons College. Major Robinson completed Squadron Officer School in residence in 1978 and Air Command and Staff College by seminar in 1981.



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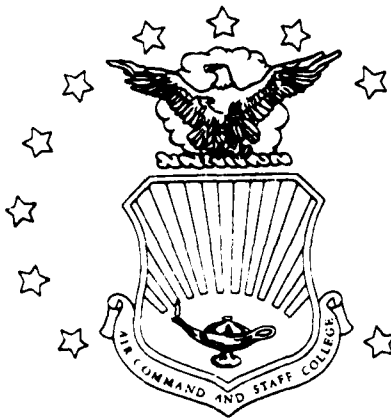
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## EXECUTIVE SUMMARY

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REPORT NUMBER 86-2135

AUTHOR(S) MAJOR GARY L. ROBINSON, USAF

TITLE CAREER INTENTIONS AS A FUNCTION OF JOB ATTITUDES OF USAF PERSONNEL

I. Purpose: To determine if job attitudes (as measured by the USAF Organizational Assessment Package--OAP) differ significantly for Air Force personnel with various levels of career intentions.

II. Background: Many factors affect career decisions of Air Force personnel. They include influences that may be categorized as job satisfaction/dissatisfaction, job security, potential for advancement, patriotism, etc. But whatever the factors that cause a member to change careers, loss of personnel is very costly to the Air Force; it increases training costs and decreases force readiness. Because retention is an important concern for the Air Force, it is critical that factors influencing career decisions be studied in detail. The Leadership and Management Development Center (LMDC) at Maxwell AFB, Alabama, has developed the OAP as an instrument to measure attitudes on a number of job-related dimensions. Officials at LMDC recognized a need to determine what influences on the job affect Air Force personnel's career intent and sponsored the present research for that purpose.

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III. Procedures & Results: Several steps were taken to reach the goals of this research:

1. Current research and theory on the factors that impact retention were reviewed. A number of factors were identified that suggest job attitudes play a role in affecting career intent.

2. A comparison of OAF-measured demographic characteristics and job attitudes of officers and enlisted personnel with varying career intentions was performed. In all areas measured by the OAF, significant attitudinal differences were found within both officer and enlisted personnel categories among the career intent groups.

3. Statistical analyses of the data were conducted using standard inferential statistics (Analysis of Variance with Newman-Keuls follow-up) at the 95% confidence level. For both officer and enlisted personnel, it was found that there are statistically significant differences ( $p < .001$ ) in attitudes, based on their career intentions, in all 21 OAF factors considered for this analysis. The differences follow a similar pattern in almost all of the OAF factors analyzed. Those intending to continue in the Air Force as a career are the most positive on the OAF factors. They find their jobs to be more challenging and interesting. They perceive their jobs as being important and requiring a variety of skills and talents. They are more satisfied with Job Related Training and they perceive their jobs as being less repetitive. They give higher ratings to the support and guidance received from their supervisors and are generally more satisfied with their jobs as a whole. Those planning to retire in the next 12 months respond less favorably than those planning to make the Air Force a career. The officers planning to retire indicate a more pronounced shift in attitudes than do enlisted personnel. These officers are less positive in satisfaction with on-the-job and technical training received and perceive little opportunity for advancement or recognition. They perceive rapport with their supervisors is lower and are less proud of their work and job. As career inclination decreases, so do attitudes, as measured by the OAF. For instance, those separating as soon as possible are the least positive/most negative on 18 of the 21 OAF factors.

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### IV. Conclusions:

1. The strong positive relationship between career intent and attitudes toward the job in responding to the DAP demonstrates the usefulness of this instrument in guiding management activities to improve job attitudes in the Air Force.
2. Certain demographic characteristics suggest there are societal factors that may impact career intentions of Air Force personnel and hence their attitudes toward the job.
3. Personnel intending to separate from the service have less positive/more negative attitudes toward the job than those planning to continue with the Air Force.
4. Officers planning to retire within the next 12 months indicate a less positive attitude once a retirement decision is made.

### V. Recommendations:

1. LMDC and Air University should continue the emphasis on training personnel to be better leaders. This should result in increased motivation and have a positive effect on job satisfaction.
2. Leaders should encourage open communications environments in their organizations, inspire a working environment in which innovation for task improvement is encouraged and rewards are based upon performance, and stress instilling pride in the organization by recognizing people's efforts.
3. All who participate in the management of either on-the-job or technical training should strive to improve instructional methods and instructors' abilities.
4. Due to the general nature of this study and limitations that accompanied its broad approach, additional research should be conducted by further addressing the causes of these negative attitudes toward the job.

## Chapter One

### INTRODUCTION

There are numerous factors that affect career decisions of Air Force personnel: job security, proposed changes in the retirement system, adequacy of pay and benefits, patriotism, potential for advancement, and other influences that may be categorized as job satisfaction/dissatisfaction. Whatever the factors, an Air Force member's decision to change careers is very costly to the Air Force; it increases training costs and decreases force readiness. Obviously, retention is an important concern for the Air Force. Although there have been recent improvements in recruiting and retention, we are "losing officers and enlisted personnel at a greater rate than we'd like" (Orr, 1985). In fact, maintaining future force levels will be compounded by "the sustained economic recovery and the decline in the military age youth population" (United States Department of Defense, 1985).

Because of the importance of retention, it is critical that factors influencing career decisions be studied in detail. Research on why people voluntarily separate or retire early from the Air Force can help us understand retention influences. Certainly not everyone that enters the Air Force intends to stay

for a career, but some do stay. Conversely, some with the original intent to remain for a career, may change their minds. What influences on the job affect Air Force personnel's career intent? This research addresses job attitudes and their relationship to career intent.

The primary purpose of this study is to determine if job attitudes differ significantly for Air Force personnel with various levels of career intentions. The Organizational Assessment Package (OAP), employed by the Air Force Leadership and Management Development Center (LMDC), is the instrument used to measure job attitudes. The OAP, which measures attitudes on a number of job-related dimensions, was developed to improve the effectiveness of organizations throughout the Air Force. LMDC consultation services with the OAP identifies attitudinal strengths and weaknesses within the organizations (Hendrix & Halverson, 1979a, 1979b). In order to investigate the relationship between job attitudes and retention, the present study pursues four goals:

1. To review relevant background research and organizational behavior literature to determine what previous researchers have learned about work attitudes of Air Force personnel with various levels of career intentions.
2. To compare OAP-measured demographic characteristics and job attitudes of officers and enlisted personnel with varying career intentions to identify which specific groups differ from each other significantly.

3. To analyze significant attitudinal differences between Air Force personnel groups with varying levels of career intentions.

4. To develop recommendations for Air Force leaders and personnel managers advising them about work issues that impact retention and some areas where they may want to change policies.

The following chapters address these goals. First, Chapter Two shows the results of the literature review, citing studies conducted on factors influencing retention and the effects job attitudes have on retention. Next, Chapter Three explains the instrument used for surveying personnel and describes the process LMDC follows in data collection. It also includes the procedures used to analyze the data. In Chapter Four, the results of the comparisons of DAP-measured demographic characteristics and job attitudes of the specific groups are presented. Chapter Five discusses consistencies and inconsistencies, compares results with results of previous research and attempts to explain differences in light of other research trends in career intentions. Finally, Chapter Six presents conclusions and recommendations.



## Chapter Two

### LITERATURE REVIEW

Air Force personnel are likely to review their career goals and make decisions to continue or leave the Air Force based on numerous interrelated factors, and many that are unrelated as well. Much research has been conducted to determine what factors impact career decisions. In surveying related literature, the author found numerous studies (Callahan, 1972; Herzberg, 1966; Matthews, 1967; McLaughlin & Butler, 1971; Shenk, 1970; Tuttle & Hazel, 1974) indicating a high degree of relationship between job satisfaction and retention. Not surprisingly, job satisfaction is the most researched variable related to turnover (Mobley, Griffeth, Hand, & Meglino, 1979). Additionally, the study of job satisfaction is a major factor in human resource management theory.

Two significant pioneers of human resource management theory were Herzberg and Maslow. Herzberg (Herzberg, Mausner, & Synderman, 1959; Herzberg, 1966) was among those who attempted to develop organizational models which assist managers in dealing with human behavior. He concluded that the work experiences of all types of employees resulted in either improved job satisfaction (satisfiers) or in job dissatisfaction

(dissatisfiers). The determinants of job satisfaction were achievement, recognition, work itself, responsibility, and advancement. The determinants of job dissatisfaction were linked with company policy and administration, supervision, salary, interpersonal relations and working conditions. Herzberg also pointed out that the prevention of dissatisfiers by organizations will not create positive feelings or lower turnover; rather, job satisfaction and stability are products of, and determined by, the motivators (achievement, recognition, etc.).

Somewhat related to Herzberg's theory is Maslow's Need Hierarchy, which states that when primary needs of a physiological nature (safety and security) are satisfied, one seeks fulfillment of higher needs such as belonging, esteem and self actualization (Maslow, 1959). In other words, by providing the physiological needs, the dissatisfiers are eliminated; but real job satisfaction can only be achieved when, additionally, higher priority needs are met.

Other researchers have suggested various factors associated with job satisfaction which presumably influence career intent. In a study using the Quality of Air Force Life Survey, Vrooman (1976) analyzed the factors associated with job satisfaction and career intent of Air Force personnel with less than six years service. His findings indicate job challenge and the perception of being prepared to assume future positions of responsibility are the most meaningful influences on job satisfaction. And

personal growth satisfaction is the most important factor in explaining career intent. Based on these findings, he hypothesized that career intent is a function of job satisfaction, but job satisfaction is not a function of career intent. As job satisfaction increases, the attractiveness of an Air Force career also increases (Vrooman, 1976). Porter and Steers (1973) reviewed others' research on employee turnover and found in most of the studies job dissatisfaction was the central factor causing turnover. After analyzing studies from the previous 10 to 12 years, they summarized by stating turnover generally occurred when employee expectations were not met (Porter & Steers, 1973).

In addition to the above factors, there are other determinants which researchers suggest may affect career intent. Included among these are organizational conditions and practices (La Rocco, Fugh, & Gunderson, 1977); concern about policies affecting working conditions, proper use of talents and favoritism in various career fields (Worldwide Air Force Junior Officer Conference, 1971); job supervision (Cantrell, Hartman, & Sims, 1967); and challenge provided by the job, job use of abilities, amount of interesting work done, feeling of accomplishment and pace of work (Finstuen, Weaver, & Edwards, 1982).

In this chapter, the author has presented the findings of others who have searched for the underlying causes of job satisfaction/dissatisfaction and retention. This is by no means

an exhaustive review, but it does give a generalized view of what workers want from their jobs. It becomes obvious at this point that job attitudes play some role in career intent. Because other researchers have shown the importance of job attitudes to retention, the present research attempts to extend their findings by looking at Air Force personnel with various career intentions and comparing responses to attitudinal questions on the OAF in areas such as supervision, communications, and performance within the organization. Chapter Three explains how the data for this research were gathered.

## Chapter Three

### METHOD

#### Instrumentation

The OAP was developed jointly by LMDC and the Air Force Human Resources Laboratory (AFHRL) at Brooks Air Force Base, Texas. This 109-item survey was designed to support LMDC in its missions to assist LMDC consultants and traveling teams in the identification of organizational leadership/management strengths and weaknesses, provide feedback to Air Force Professional Military Education schools, and establish a data base in support of Air Force-wide organizational effectiveness research efforts (Short, 1985). The survey includes demographic information and attitudinal items relating to the following: the job, desired job characteristics, supervisor's leadership/management traits, work group productivity, organizational climate, and job-related satisfaction.

Prior to determining the final structure of the survey, the OAP was subjected to much internal validation and testing by AFHRL, with emphasis on factor composition, internal consistency reliability, item distributions, and model testing (Short, 1985). Documentation of the factor analysis results during OAP development may be found in Hendrix and Halverson (1979a, 1979b)

and Hendrix (1979). Reliability of the OAP was tested by Short and Hamilton (1981). Their study provided a factor by factor assessment that showed reliabilities for the primary OAP factors were "acceptable to excellent," and "that they were reliable enough for collection of Air Force systemic data" (Short & Hamilton, 1981). After two years of OAP administration, Hightower and Short (1982) studied the factor stability of the OAP. The results showed an excellent combination of stability and consistency that supports the use of the OAP as both a data-gathering and evaluation instrument.

#### Data Collection

All data for the current analyses were gathered as a part of the LMDC management consultation process. In this process, the initial administration of the OAP in an organization was a key step in the data-gathering process. The survey was given as a census of the organization to which LMDC had been invited. In other words, the data were collected from every person in the organization who was present for duty. To insure accuracy and to eliminate bias as much as possible, OAP respondents were assured that individual responses would remain strictly confidential. The surveys, administered in group sessions, were monitored and controlled only by LMDC teams (Dirnberger, 1980). After approximately six weeks for analysis, the consultants returned to the organizations for the tailored visits. During these visits, LMDC provided the results of the analysis to commanders/supervisors showing specific strengths

and weaknesses. These results, treated in a confidential manner, were used to address areas of concern. The consultants worked with individual supervisors to develop management action plans and conducted workshops and seminars as required.

After each consulting visit to a unit, the OAF survey responses were input into the OAF data base by LMDC to be used for research. In addition to the demographic questionnaire items, other demographics, including work group code, personnel category and pay grade, age, sex, Air Force Specialty Code, base, and major command, were collected on the answer sheet and stored in the data base. The data used in this study represent approximately 83,000 pre-intervention responses collected from 1 October 1981 to 16 September 1985 (active data base) at 74 different bases/locations.

### Subjects

The subjects of this study consisted of all Air Force officer and enlisted personnel responding to the pre-intervention OAF whose responses are included in the active data base. To examine the job attitudes of personnel based on their career intentions, the data base was broken out into six groups, obtained by looking at the responses to the OAF question:

Which of the following best describes your career or employment intentions?

1. Planning to retire in the next 12 months
2. Will continue in/with the Air Force as a career
3. Will most likely continue in/with the Air Force as a career

4. May continue in/with the Air Force
5. Will most likely not make the Air Force a career
6. Will separate/terminate from the Air Force as soon as possible

#### Procedures

Responses of the groups were analyzed in two separate examinations. Examination 1, "Analysis of Demographic Information," is provided to characterize the groups. Examination 2, "Comparison of Personnel with Varying Career Intentions," compares the groups by personnel category: officers retiring in 12 months to officers with other career intentions, enlisted members retiring in 12 months to enlisted members with other career intentions, officers continuing as a career to officers with other career intentions, etc.

The total number of valid responses in the pre-intervention data base for the variable being examined is shown within the headings of Appendix A tables. From the Appendix B tables, the total number for the factor being examined can be determined by adding 6 to the second degree of freedom (df). Statistical analyses were performed using the appropriate procedures contained in the SFSS User's Guide (1983).

#### Examination 1, Analysis of Demographic Information

For this analysis, the LMDC data base was divided into six groups by career intent. Statistical Package for the Social Sciences (SFSS) Subprogram "Crosstabs" was used to analyze the data.



Examination 2, Comparison of Personnel with Varying Career Intentions

For these analyses, personnel were compared by personnel category, i.e., officer and enlisted. The F-test with a 95% confidence level was used to compare groups' mean scores on the DAP factors using the Analysis of Variance (ANOVA) procedure to discern any attitudinal differences among personnel with varying career intentions. If an overall F-test in the ANOVA was significant, the Newman-Keuls follow up was employed to determine which specific groups differed from each other. See Appendix B, Tables B-1 and B-2, column entitled "Subset." Comparisons were made in four areas of organizational functioning:

1. Work Itself. This area deals with the task properties (technologies) and environmental conditions of the job. It measures perceptions of task characteristics.
2. Job Enrichment. Measures the degree to which the job itself is interesting, meaningful, challenging, and responsible.
3. Work Group Process. Assesses the effectiveness of supervisors and the process of accomplishing the work.
4. Work Group Output. Measures task performance, group development, and effects of the work situation on group members. Assesses perceptions of quality and quantity of task performance. Assesses pride and satisfaction individuals have in their jobs.

See Appendix C for the Factors and Items from the DAP survey which comprise these areas.

Chapter Four presents the results of the comparisons of DAP-measured demographic characteristics and job attitudes of personnel with various career intentions.

## Chapter Four

### RESULTS

The purpose of this chapter is to present a summary of the statistical analyses conducted on the OAP survey responses. The results are reported by comparing responses of officers and enlisted personnel who have various levels of career intent. The first comparison analyzes demographic information, and the second comparison summarizes attitudinal responses in the four areas (work itself, job enrichment, work group processes, and work group output) described in Chapter Three. Tables A-1 through A-18, Appendix A, and Tables B-1 & B-2, Appendix B, provide detailed demographic descriptive information and attitudinal score comparisons for personnel who have responded to the OAP survey.

A summary of the distribution of the independent variable categories is presented in Table 1. Using responses 1, 2, and 3 (1=will retire; 2=will have career; 3=likely career) as a positive indication of career intention, then 77% are career-oriented officers and 57% are career-oriented in the enlisted ranks. Using responses 5 and 6 (5=likely not career; 6=will separate) as indications of basically negative feelings towards a career, 8% of the officers and 23% of the enlisted members are not career-minded.

Table 1  
Distribution of Career/Employment Intentions

	Officers		Enlisted	
	Frequency	%	Frequency	%
Which of the following best describes your career or employment intentions?				
1. Planning to retire in the next 12 months	426	3.4	2165	3.1
2. Will continue in/with the Air Force as a career	6412	51.1	24444	34.9
3. Will most likely continue in/with the Air Force as a career	2822	22.5	13182	18.8
4. May continue in/with the Air Force	1892	15.1	14472	20.6
5. Will most likely not make the Air Force a career	631	5.0	9540	13.6
6. Will separate/terminate from the Air Force as soon as possible	371	2.9	6327	9.0
Column Total	12554	100.0	70529	100.0

## Analysis of Demographic Information

### Officers

A summary of the typical officer responses is derived from 12,554 respondents. See tables in Appendix A for a detailed presentation of the demographics. The typical officer is a non-rated, white male with more than 4 years in the Air Force, more than 36 months in the career field, and less than 12 months in his present position. More than 45% of the officers hold advanced academic degrees; yet, over 34% have not completed any professional military education (PME). Typical officers are married, with 45% of the spouses employed. About one half are supervisors and write performance reports.

Data on officers of varying career intentions provide interesting facts. Over one fourth of the officers indicating they will probably not make the Air Force a career or will separate as soon as possible are females, yet females comprise only 13% of the officer data base. Over 41% of the officers indicating they will separate as soon as possible are between the ages of 26 and 30. Although only 8% of the officers indicate they will probably not make the Air Force a career or will separate as soon as possible, over 18% of the PhD holders have made one of these two decisions. A smaller percentage of black officers indicate they will separate than any other ethnic group. On the average, married officers have a higher propensity to make the Air Force a career than their unmarried counterparts. Over 77% of the officers indicating they will

continue in the Air Force as a career have completed some officer PME, while only 30% of those officers saying they will separate have completed any PME. Only 14% of all the officers indicate their supervisors do not actually write their OERs, while over 19% of the officers who plan to separate indicate the same.

#### Enlisted

The profile of the typical enlisted respondent is derived from 70,529 cases on the data base. The tables in Appendix A present detailed results of the demographic information. Like the officers, the typical enlisted member is a non-rated, white male with more than 4 years in the Air Force, more than 36 months in the career field, and less than 12 months in his present position. Fifty percent of the enlisted respondents have more than 18 months on station. Over 62% are married, with nearly 54% of the spouses employed in civilian or military jobs. The typical enlisted member is a high school or GED graduate and has completed some PME. Over 50% have some college, and more than 3% have an undergraduate degree. Less than 40% of the enlisted members are supervisors and write performance reports. Over 56% indicate they will either definitely or likely make the Air Force a career, with another 20% reporting they may continue in the Air Force.

Just as the officers' data reveal some interesting facts, so do the data on enlisted members. Only 12% of the enlisted

respondents are females, but almost 15 percent of those indicating they will separate are females. Almost 59% of those indicating they will separate are between the ages of 21 and 25. On the average, blacks, American Indians, and native Alaskans have a higher propensity to make the Air Force a career than Hispanics or whites. Like officers, married enlisted members are more likely to make the Air Force a career than their unmarried counterparts. Of those surveyed, 27 enlisted members hold a PhD and 10 (37%) of them indicate they will separate from the Air Force. Enlisted members working swings, mids, rotating, or irregular shifts are more inclined to separate than those working days, on frequent TDYs, or crew schedules.

#### Comparison of Personnel with Varying Career Intentions

In all areas measured by the DAF, significant attitudinal differences were found within both officer and enlisted personnel categories among the six career intent groups. Tables B-1 and B-2 (Appendix B) show the ANOVAs (including means and standard deviations) on all DAF factors for both officers and enlisted personnel. The following paragraphs discuss these attitudinal differences.

#### Officers

In all of the 21 DAF factors which were considered for this analysis, officers with varying career intentions were found to have statistically significant differences in attitudes.

In the key area of work itself, officers intending to continue, or most likely to continue in the Air Force as a career, and those planning to retire in the next 12 months, are more positive regarding Job Performance Goals, Task Characteristics, and Task Autonomy than those indicating they will separate from the Air Force as soon as possible. Those officers that will most likely not make the Air Force a career and those intending to separate report their jobs require repetition to a larger extent than the other groups. Regarding satisfaction with Job Related Training, those separating report significantly lower satisfaction than officers with other career intentions. Also, those retiring within a year are significantly less satisfied with job training than others who plan to complete a career.

In the job enrichment area, career-minded officers are more positive regarding the Skill Variety required by their jobs than are those with other career intentions. They also report the most positive feeling about the significance of the job. Looking at the motivating potential of the job, the data indicate a significantly lower response by those officers planning to separate as soon as possible.

The work group process is another key area on which career officers report more favorable perceptions than those with basically neutral or negative feelings toward a career. Officers intending to continue in the Air Force for a career are the more positive regarding Management and Supervision,



Supervisory Communications Climate, and Organizational Communications Climate. On the other hand, those officers planning to separate have the lower scores on the above three factors.

The last key area in which significant differences are noted is work group output. In each of the five factors in this area, career officers are more positive than those planning to separate. Interestingly, those career officers planning to retire soon report a significantly lower feeling of Pride in their work, less positive attitudes regarding Advancement/Recognition, less satisfaction with factors surrounding the job, and less favorable perceptions of the organizational environment than career and likely career officers.

#### Enlisted

Results from enlisted respondents' surveys also show significantly different attitudes among those with different career intentions. Like the officers, enlisted members were found to have statistically significant differences in attitudes on all 21 DAF factors considered for this analysis.

In the work itself area, enlisted personnel intending to have a career are more positive than each of the other groups regarding Job Performance Goals, Task Characteristics, and Job Related Training. Enlisted members planning to separate as soon as possible are the least positive in this key area of work itself. Those intending to separate also report their jobs

required a larger amount of repetition, yet the data indicate they are not as high in desire for repetitive or easy tasks.

Job enrichment is another key area in which career-minded enlisted respondents report more favorable perceptions than do enlisted respondents with other career intentions. Those planning to continue in the Air Force, along with those planning to retire soon, report a significantly more positive feeling than the other groups about the Skill Variety required by their jobs. Additionally, they reflect a much higher Job Motivation Index. Those intending to continue in the Air Force are slightly more positive than those likely to continue or those planning to retire soon, and much more positive than those neutral/negative in career intent, regarding the following factors: Task Identity, Task Significance, Job Feedback, and Need for Enrichment Index.

In the work group process area, there is a close similarity among the respondents of all groups except those enlisted indicating they are separating as soon as possible. The latter group reports significantly less favorable perceptions of Work Support, Management and Supervision, Supervisory Communications Climate, and Organizational Communications Climate.

The work group output area reveals significant differences as well. Pride in one's work is much higher for those continuing than for all the other groups, and is significantly lower for those intending to separate as soon as possible. Both

the retiring soon and career enlisted members are more positive on Advancement/Recognition than all other groups; however, those separating give much lower marks on this factor than those with other career intentions. The career-minded indicate a much higher level of job satisfaction than the other groups while a significant drop in job satisfaction is indicated by those intending to separate. And finally, those separating have a much lower perception of the organizational environment than those with other career intentions.

The next chapter discusses implications of these results.

## Chapter Five

### DISCUSSION

The results of these examinations indicate that job attitudes differ for Air Force personnel with varying career intentions. Clearly, both job attitudes and demographics play an important role in career intent. However, the reader should keep in mind that the OAF survey, upon which these examinations rest, asks for career intention. Intention and actual behavior are not the same thing. Though, in the case of actual reenlistment decisions by first term personnel, expressed intention has been an excellent predictor (La Rocco et al., 1977).

#### Analysis of Demographic Information

The results of officer and enlisted member demographics yielded few surprises. As one might expect, fewer female members intend to make the Air Force a career than their male counterparts. Also, the fact that PhD holders are more likely to leave the Air Force than those with less education should not be too surprising. The author suggests pay may impact on those PhD holders' decisions. Additionally, married members' concern for their families' primary needs and security, may account for

the fact they are more likely to make the Air Force a career than their unmarried counterparts. Finally, a significantly higher percentage of those officers intending to separate report their supervisors do not actually write the OERs on the people they supervise. The author proposes those officers may perceive a lack of responsibility by their supervisors and/or a lack of integrity in the rating system.

#### Comparison of Personnel with Varying Career Intentions

The results from the OAF show conclusively that job attitudes differ significantly for Air Force personnel with various career intentions. For both officer and enlisted members, it was found that there are statistically significant differences in attitudes, based on their career intentions, in all 21 OAF factors considered for this analysis. Interestingly, these differences follow a similar pattern in almost all of the OAF surveys analyzed.

Typically, those intending to continue in the Air Force as a career are the most positive on the OAF factors. Officers and enlisted personnel who definitely desire an Air Force career find their jobs to be more challenging and interesting. They perceive their jobs as being important and requiring a variety of skills and talents. They are more satisfied with Job Related Training and they perceive their jobs as being less repetitive. They give higher ratings to the support and guidance received from their supervisors and are generally more satisfied with their jobs as a whole.

Curiously, those planning to retire (i.e., have made a career of the Air Force) respond less favorably than those planning to make the Air Force a career. Once a retirement decision is made, job attitudes appear to change. For both officers and enlisted personnel, attitudes are less positive, as measured by the OAP. However, officers planning to retire indicate a more pronounced shift in attitudes than do enlisted personnel. These officers indicate a marked drop in satisfaction with on-the-job and technical training received and perceive little opportunity for advancement or recognition. They also perceive that there is less rapport with their supervisors and are less proud of their work and job. This overall shift in job attitudes is consistent with prior research. Maslow (1959) states that one seeks such needs as belonging, esteem, and self actualization in a job. A decreased opportunity to achieve these needs may be a reason for their retirement decision. On the other hand, they may be psychologically withdrawing from a previously important support system. Or, it may be a method of resolving cognitive dissonance. ("I didn't get promoted. It wasn't because I'm not a good worker. It was because of a lousy [system, supervisor, etc.]. I'll get out now while the getting's good.")

As career inclination decreases, so do attitudes, as measured by the OAP. For instance, those separating as soon as possible are the least positive on 18 of the 21 OAP factors. The three factors in which those separating did not score the

lowest mean were (a) Need for Job Enrichment, (b) Desired Repetitive Easy Tasks, and (c) the Work Repetition in the job. These three factors indicate Air Force members want a job with greater autonomy, one with opportunity for personal growth and one that uses skills in a variety of tasks, not a job that is repetitive or easy to accomplish. Both officers and enlisted personnel intending to separate from the Air Force find their jobs to be more repetitive and not allowing as much freedom to do the job as one sees fit. They are also less satisfied with job training, opportunity for advancement and recognition, communications within the organization, and the organizational environment as a whole (i.e., spirit of teamwork, communications, organizational pride, etc.). The following paragraphs discuss these attitudinal differences by area (work itself, job enrichment, work group process, and work group output).

Herzberg (1966) includes, among others, work itself as a determinant of job satisfaction and the OAF assesses six factors that measure the work itself. Results from this study appear consistent with his theory. Each OAF factor indicates those with positive career intentions have a higher satisfaction with the work itself than the other groups. Two factors, Task Autonomy and Job Related Training, reveal relatively low responses by those intending to separate as soon as possible. For both officer and enlisted personnel, those separating indicate less freedom in scheduling their work, in decision

making and in determining procedures to accomplish their work. They are also less satisfied with the training received.

In looking at the job enrichment area, although the ANOVA procedure determined statistically significant differences among officer personnel with varying career intentions, the differences are probably not practically significant. The difference among the means is very small. In most instances, the difference is less than one third of a point between any two groups. However, among enlisted members, the factor that measures the degree to which a job requires a variety of different skills and tasks reveals a large difference. Those intending to separate rate this factor much lower than the other groups. As pointed out by Porter and Steers (1973), there is a positive relationship between satisfaction with the job and job content factors (i.e., job requires a variety of tasks and skills).

The attitudinal differences in the work group process and work group output are in agreement with both civilian and military prior research. Interestingly, all factors in these two areas show a significant drop in favorability of attitudes for those planning to retire when compared with their career-minded counterparts. Likewise, those separating have the least favorable attitudes of all groups in each of the factors from these two areas (work group process and work group output). Various researchers (Porter & Steers, 1973; Finstuen et al.,



1982; La Rocca et al., 1977; Cantrell et al., 1967) confirm that such factors as the quality of supervision, rapport with supervisors, working environment, openness of communication, pride in one's work, and opportunity for advancement impact a person's decision to leave (retire or separate) or stay in a job (i.e., the Air Force).

In this chapter, the author has evaluated and interpreted the results of the comparisons of OAF-measured demographic characteristics and job attitudes of personnel with varying career intentions. By comparing the OAF results and the literature review findings, a number of conclusions and recommendations are possible; some are presented in the next chapter.

## Chapter Six

### CONCLUSIONS AND RECOMMENDATIONS

#### Conclusions

This study was conducted with the overall aim of determining if job attitudes (as measured by the OAP) differ significantly for Air Force personnel with various levels of career intentions. By comparing and analyzing OAP-measured demographic characteristics and job attitudes, this researcher makes several conclusions.

First, the strong positive relationship between career intent and attitudes toward the job in responding to the OAP demonstrates the usefulness of this instrument in guiding management activities to improve job attitudes in the Air Force. Improving job attitudes and providing job satisfaction for the individual may result in such things as increased motivation, productivity, and retention.

Secondly, certain demographic characteristics suggest there are societal factors that may impact career intentions of Air Force personnel and hence their attitudes toward the job. However, it is these external factors, not their job attitudes, that impact career decisions.

A third, and very significant conclusion is the finding that personnel intending to separate from the service have relatively more negative attitudes toward the job than those planning to continue with the Air Force. On essentially all of the OAF factors, the pattern is similar for both officers and enlisted personnel, with the latter displaying less positive attitudes on almost all factors. In addition, there are several OAF factors that the mean response by those separating is dramatically lower than those of the other groups. The significant attitudinal areas identified in this study are the degree of satisfaction with the communications environment, on-the-job and technical training, advancement and recognition, and organizational environment as a whole. Although many variables determine career decisions, the present results support other researchers' assertion of the central importance of job satisfaction in retention.

Finally, officers planning to retire within the next 12 months indicate a marked drop in satisfaction toward the job. Several areas, as discussed in Chapter Five, point to a less positive attitude once a retirement decision is made.

The Air Force should realize that maintaining required force levels will become more difficult in the 21st century. Competition for a declining pool of eligibles will increase and commanders/supervisors at all levels must recognize this and strive to practice the leadership techniques that will improve job attitudes and provide job satisfaction for individuals. The

consequence of poor management is a very costly retention/training problem for the Air Force. In the following section, the author offers some recommendations based on the findings of this study.

### Recommendations

The present research suggests the Air Force might take the following steps to improve job attitudes and, hence, retention.

1. LMDC and Air University should continue the emphasis on training personnel to be better leaders. The support and guidance Air Force members receive by better trained and equipped leaders should have a positive effect on job satisfaction and motivation.

2. Where possible, commanders and supervisors might take the following steps to improve attitudes toward the job. Leaders should encourage open communications environments in their organizations and inspire a working environment in which innovation for task improvement is encouraged and rewards are based upon performance. Instilling pride in the organization by recognizing people's efforts, both formally and informally, should be stressed.

3. Since dissatisfaction with job-related training is significant to those intending to leave the service, all who participate in the management of either on-the-job or technical training programs should strive to improve instructional methods and instructors' abilities.

4. Finally, due to the general nature of this study and the limitations that accompanied its broad approach, additional research should be conducted by further addressing the causes of these negative attitudes toward the job.

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# APPENDIX

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## APPENDIX A DEMOGRAPHIC INFORMATION

Table A-1

## Sex by Personnel Category

	Retire in 12 Months		Definitely Career		Likely Career	
	Male(%)	Female(%)	Male(%)	Female(%)	Male(%)	Female(%)
	n = 2527		28546		13808	
		58	2240		2169	
Officer	3.7	1.2	53.6	32.9	21.8	27.1
Enlisted	3.4	.5	36.7	21.0	18.5	21.2
	Maybe Career		Probably Not Career		Separating	
	Male(%)	Female(%)	Male(%)	Female(%)	Male(%)	Female(%)
	n = 13760		8432		5658	
		2571	1718		1026	
Officer	14.1	22.3	4.3	10.3	2.5	6.2
Enlisted	19.8	27.1	12.9	18.9	8.7	11.3

Table A-2

## Age by Personnel Category

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 426		6412		2822	
		2165	24443		13180	
17 to 20 Yrs	0.0	2.2	0.0	4.3	0.0	13.1
21 to 25 Yrs	0.2	8.0	4.4	18.5	15.3	41.3
26 to 30 Yrs	0.7	3.7	17.1	21.6	41.1	26.8
31 to 35 Yrs	2.1	4.1	27.2	29.8	25.7	12.6
36 to 40 Yrs	12.0	46.6	30.1	18.9	11.0	4.3
41 to 45 Yrs	53.3	25.9	14.5	4.9	4.4	1.1
46 to 50 Yrs	19.5	7.9	4.5	1.1	1.2	0.2
> 50 Yrs	12.2	1.7	2.2	0.9	1.3	0.5
	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1892		630		371	
		14470	9539		6325	
17 to 20 Yrs	0.0	21.9	0.0	27.0	0.0	17.6
21 to 25 Yrs	28.8	50.9	32.3	57.5	17.8	58.7
26 to 30 Yrs	43.3	18.4	45.5	12.4	41.2	14.9
31 to 35 Yrs	15.5	4.7	15.7	2.3	22.6	3.5
36 to 40 Yrs	5.3	2.7	3.5	0.3	11.3	3.9
41 to 45 Yrs	4.6	0.7	0.6	0.1	4.9	0.6
46 to 50 Yrs	1.2	0.1	1.0	0.0	0.5	0.1
> 50 Yrs	1.2	0.5	1.3	0.4	1.6	0.6

Table A-3

## Time in Air Force

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 426	2162	6406	24406	2820	13150
< 1 Yr	0.0	1.0	1.4	2.4	3.5	7.6
1 to 2 Yrs	0.0	1.1	2.1	3.8	6.2	11.6
2 to 3 Yrs	0.0	2.3	3.1	4.7	10.0	11.5
3 to 4 Yrs	0.2	4.3	3.3	5.2	9.9	10.7
4 to 8 Yrs	1.4	3.4	14.3	15.4	32.4	29.1
8 to 12 Yrs	1.2	3.3	18.1	19.5	21.0	17.4
> 12 Yrs	97.2	84.6	57.7	49.1	17.0	12.2

	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1888	14430	629	9503	371	6308
< 1 Yr	8.1	12.0	8.1	12.5	4.3	6.2
1 to 2 Yrs	11.7	19.1	15.4	23.8	10.0	14.8
2 to 3 Yrs	16.3	18.4	18.0	22.5	13.7	19.5
3 to 4 Yrs	12.9	13.3	16.5	16.8	15.4	26.3
4 to 8 Yrs	31.4	23.9	31.0	19.8	28.3	21.6
8 to 12 Yrs	9.9	8.4	7.6	3.8	12.7	5.6
> 12 Yrs	9.8	4.9	3.3	0.8	15.6	6.1

Table A-4

## Months in Present Career Field

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 425	2151	6369	24348	2804	13106
< 6 Mos	1.4	0.8	4.8	2.9	5.6	5.5
6 to 12 Mos	2.8	1.9	6.2	3.9	8.5	8.5
12 to 18 Mos	3.3	2.3	6.3	4.2	8.5	7.7
18 to 36 Mos	7.8	6.2	17.3	11.7	24.8	20.5
> 36 Mos	84.7	88.8	65.3	77.3	52.6	57.8

	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1881	14362	625	9476	367	6291
< 6 Mos	7.0	7.3	5.1	6.9	3.5	3.9
6 to 12 Mos	11.5	12.0	11.4	13.2	5.2	8.0
12 to 18 Mos	11.5	12.0	12.2	14.2	6.5	9.4
18 to 36 Mos	30.7	27.6	30.2	32.8	25.3	29.3
> 36 Mos	39.3	41.0	41.1	32.9	59.4	49.4

Table A-5  
Months at Present Duty Station

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 425	2156	6400	24343	2812	13124
< 6 Mos	4.7	8.2	14.4	13.0	14.3	16.5
6 to 12 Mos	8.2	12.4	15.7	15.0	17.8	19.2
12 to 18 Mos	9.6	11.8	15.9	14.1	17.1	16.3
18 to 36 Mos	33.9	31.5	36.5	32.5	35.6	32.1
> 36 Mos	43.5	36.0	17.4	25.4	15.1	16.0

	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1885	14394	628	9488	370	6290
< 6 Mos	15.1	18.9	11.6	18.3	7.3	12.2
6 to 12 Mos	18.5	22.4	20.1	22.8	13.2	17.9
12 to 18 Mos	18.8	17.8	17.0	19.1	15.4	17.0
18 to 36 Mos	34.3	30.2	37.4	31.5	39.7	36.7
> 36 Mos	13.4	10.7	13.9	8.4	24.3	16.2

Table A-6  
Educational Level

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 425	2152	6397	24376	2817	13144
Non HS Grad	0.0	0.8	0.0	0.6	0.0	0.7
HS Grad or GED	0.2	35.6	0.2	38.9	0.2	46.6
< 2 Yrs College	0.7	33.6	0.3	36.0	0.1	35.0
> 2 Yrs College	2.4	21.4	1.2	19.6	1.3	14.3
Bachelors Degree	32.2	6.3	43.7	4.2	62.9	2.8
Masters Degree	57.9	2.2	48.8	0.6	27.5	0.4
Doctoral Degree	6.6	0.0	5.8	0.0	8.0	0.0

	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1888	14418	627	9505	369	6298
Non HS Grad	0.0	0.8	0.0	0.8	0.0	1.1
HS Grad or GED	0.2	49.6	0.2	52.4	0.5	48.5
< 2 Yrs College	0.4	33.4	0.3	32.7	0.3	34.1
> 2 Yrs College	1.5	13.5	1.8	11.9	1.9	13.5
Bachelors Degree	69.0	2.4	67.0	2.0	53.9	2.3
Masters Degree	18.2	0.3	14.5	0.2	20.3	0.4
Doctoral Degree	10.8	0.0	15.9	0.0	23.0	0.2

Table A-7  
Months in Present Position

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 425	2145	6387	24332	2812	13090
< 6 Mos	13.6	21.0	27.1	26.0	28.1	29.7
6 to 12 Mos	17.4	20.0	24.2	22.3	26.1	24.4
12 to 18 Mos	13.2	13.3	16.8	15.7	17.1	16.0
18 to 36 Mos	35.8	24.9	25.1	23.4	22.5	22.0
> 36 Mos	20.0	20.8	6.8	12.5	6.1	7.9
	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1886	14371	627	9477	370	6287
< 6 Mos	27.6	30.8	23.6	29.1	15.9	23.2
6 to 12 Mos	25.9	25.8	24.9	26.8	23.2	24.0
12 to 18 Mos	18.8	17.1	17.7	17.5	16.5	17.0
18 to 36 Mos	22.6	20.8	25.7	21.7	32.7	26.3
> 36 Mos	5.1	5.4	8.7	4.9	11.6	9.4

Table A-8  
Ethnic Group

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 425	2146	6382	24271	2810	13108
American Indian	1.2	2.1	0.7	1.5	0.6	1.2
Asian/Pacific	0.0	1.8	1.2	2.0	1.6	2.3
Black	3.5	18.2	5.5	17.4	6.1	17.0
Hispanic	2.4	4.4	2.2	5.0	2.6	5.4
White	88.9	68.8	88.5	70.6	86.9	70.5
Other	4.0	4.8	1.8	3.5	2.1	3.5
	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1889	14376	623	9486	365	6273
American Indian	0.7	1.2	0.6	1.3	0.8	1.5
Asian/Pacific	2.2	2.3	2.4	1.6	1.6	1.0
Black	6.8	16.9	6.9	14.7	4.4	10.4
Hispanic	1.8	5.7	3.7	5.2	3.0	4.8
White	86.3	70.5	84.8	74.0	86.8	77.8
Other	2.2	3.3	1.6	3.1	3.3	4.4

Table A-9

## Number People Directly Supervised

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 425	2055	6375	23077	2811	12012
None	29.6	33.5	34.7	43.3	53.1	61.7
1 Person	7.8	9.0	7.2	9.1	6.4	8.1
2 People	5.4	9.0	5.8	8.8	6.3	7.8
3 People	5.9	8.2	8.1	7.3	8.3	5.8
4 to 5 People	19.3	13.4	15.4	12.0	10.3	7.5
6 to 8 People	14.4	10.2	12.5	8.1	7.0	4.0
9 or > People	17.6	16.8	16.3	11.5	8.5	5.2

	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1882	12691	629	8246	370	5579
None	59.1	74.0	60.1	81.2	56.8	74.8
1 Person	6.4	6.4	5.9	5.1	7.3	6.4
2 People	6.6	5.7	7.6	4.7	4.3	5.6
3 People	5.9	3.9	6.7	3.0	6.5	4.1
4 to 5 People	9.0	4.9	9.4	3.1	11.4	4.2
6 to 8 People	5.2	2.1	3.8	1.2	4.9	2.0
9 or > People	7.8	3.0	6.5	1.8	8.9	2.9

Table A-10

## Marital Status

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 425	2158	6404	24417	2820	13153
Not Married	11.7	14.7	12.8	17.3	26.0	33.1
Married	85.7	82.6	85.3	80.1	72.9	64.2
Single Parent	2.6	2.7	1.9	2.6	1.1	2.7

	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1892	14447	631	9522	371	6273
Not Married	36.2	48.8	39.6	58.8	26.7	52.5
Married	62.9	49.3	59.3	39.7	71.4	45.6
Single Parent	1.0	1.9	1.1	1.5	1.9	1.8

Table A-11

## Spouse Status

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 365	1783	5462	19567	2056	894
Civilian Employed	46.8	55.7	34.6	42.1	32.5	36.1
Not Employed	51.2	40.5	58.7	48.2	55.8	48.1
Military Member	1.9	3.8	6.7	9.7	11.7	15.7
	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1190	7128	374	3777	265	2882
Civilian Employed	36.9	35.5	39.0	35.7	41.5	39.1
Not Employed	49.2	45.6	42.0	40.5	40.4	39.4
Military Member	13.9	18.8	19.0	23.7	18.1	23.5

Table A-12

## Professional Military Education

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 426	1910	6400	21293	2821	9296
None	8.9	11.6	18.5	12.7	42.3	29.4
Phase 1 or 2	----	13.6	----	22.5	----	37.0
Phase 3	----	13.4	----	30.2	----	22.2
Phase 4	----	34.4	----	23.4	----	6.6
Sr NCO Academy	----	23.4	----	9.7	----	2.2
Sq Officers Sch	13.8	----	26.4	----	34.1	----
Int Service Sch	33.8	----	32.6	----	17.0	----
Sr Service Sch	42.0	----	18.1	----	4.1	----
	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1890	7702	631	4232	371	3475
None	61.4	46.6	74.6	55.6	67.7	44.9
Phase 1 or 2	----	33.2	----	32.1	----	38.6
Phase 3	----	11.4	----	5.9	----	7.8
Phase 4	----	3.0	----	0.8	----	3.2
Sr NCO Academy	----	1.3	----	0.1	----	1.2
Sq Officers Sch	24.1	----	18.5	----	18.3	----
Int Service Sch	8.5	----	4.0	----	8.6	----
Sr Service Sch	4.2	----	0.8	----	3.5	----

Table A-13

## Number People for Whom Respondent Writes APR/OER

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 425	2160	6393	24364	2816	13137
None	32.7	40.6	40.2	49.2	62.6	67.7
1 Person	12.5	11.9	9.6	11.6	8.2	8.8
2 People	8.9	11.2	7.7	11.1	6.4	8.2
3 People	7.5	9.8	8.3	8.7	6.4	5.6
4 to 5 People	15.5	14.6	14.8	12.2	7.9	6.1
6 to 8 People	12.9	7.8	12.2	4.7	5.5	1.6
9 or > People	9.9	4.0	7.2	2.6	3.0	1.9
	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1889	14428	627	9506	371	6311
None	68.7	79.5	67.6	86.3	63.6	80.6
1 Person	8.0	6.4	10.2	4.6	11.9	6.4
2 People	6.2	5.3	6.5	3.7	3.8	5.0
3 People	5.1	3.4	5.6	2.1	7.0	3.2
4 to 5 People	6.1	3.3	6.7	1.7	7.3	2.6
6 to 8 People	2.6	0.8	1.8	0.3	3.0	0.8
9 or > People	3.2	1.3	1.6	1.2	3.5	1.2

Table A-14

## Supervisor Writes Respondent's APR/OER

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 416	2121	6318	24106	2785	12992
Yes	72.8	80.8	77.9	79.9	78.0	69.1
No	16.1	12.8	13.5	13.2	14.7	19.4
Not Sure	11.1	6.4	8.6	6.9	7.3	11.5
	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1870	14272	621	9412	359	6239
Yes	77.4	63.5	82.1	61.9	71.6	61.1
No	14.3	22.0	11.8	24.2	19.2	24.6
Not Sure	8.3	14.5	6.1	13.9	9.2	14.4



Table A-15

## Supervisor Holds Group Meetings

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 421	2134	6341	24124	2786	12
Never	4.0	12.3	5.6	12.1	6.8	16.1
Occasionally	24.2	27.3	20.6	31.5	24.8	34.7
Monthly	9.7	7.7	11.6	10.5	16.3	9.1
Weekly	46.6	40.0	46.2	32.2	39.4	26.2
Daily	13.8	10.0	14.1	11.2	10.2	11.7
Continuously	1.7	2.7	1.9	2.4	2.3	2.2

	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1870	14200	623	9362	367	2210
Never	7.6	18.3	9.3	20.1	13.1	27.0
Occasionally	26.8	36.0	25.2	36.4	26.7	34.3
Monthly	17.1	7.6	18.9	7.0	16.6	6.0
Weekly	34.7	24.2	37.1	22.7	34.1	21.3
Daily	11.2	11.9	7.4	12.0	7.4	11.1
Continuously	2.5	2.0	2.1	1.8	2.2	2.3

Table A-16

## Supervisor Holds Group Meetings to Solve Problems

	Retire in 12 Months		Definitely Career		Likely Career	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 422	2120	6321	24037	2774	12916
Never	16.1	21.0	13.2	19.9	15.1	24.0
Occasionally	47.9	38.8	43.0	39.9	41.5	40.4
Half the Time	19.9	18.3	22.6	18.2	22.3	17.4
Always	16.1	21.9	21.2	22.0	21.2	18.1

	Maybe Career		Probably Not Career		Separating	
	Off(%)	Enl(%)	Off(%)	Enl(%)	Off(%)	Enl(%)
	n = 1842	14085	618	9300	365	6148
Never	18.3	26.4	21.0	29.0	27.1	38.4
Occasionally	43.3	40.7	39.6	39.8	38.6	36.6
Half the Time	21.1	16.2	20.6	15.5	14.5	11.8
Always	17.3	16.7	18.8	15.7	19.7	13.1

Table A-17  
Work Schedule

	Retire in 12 Months		Definitely Career		Likely Career	
	OFF(%)	Enl(%)	OFF(%)	Enl(%)	OFF(%)	Enl(%)
	n = 421	2128	6360	24215	2798	13081
Day Shift	78.6	73.8	64.4	67.1	51.0	59.7
Swing Shift	0.5	2.9	0.2	5.2	0.1	7.8
Mid Shift	0.0	2.1	0.0	2.0	0.0	2.9
Rotating Shifts	1.4	5.7	3.2	9.2	5.6	14.2
Irregular Schedule	5.9	11.3	11.6	12.0	13.5	11.7
Freq IDY/On-call	8.3	3.1	8.0	3.0	8.4	2.3
Crew Schedule	5.2	1.1	12.6	1.4	21.4	1.4
	Maybe Career		Probably Not Career		Separating	
	OFF(%)	Enl(%)	OFF(%)	Enl(%)	OFF(%)	Enl(%)
	n = 1865	14338	626	9445	361	6261
Day Shift	50.1	55.3	55.4	53.8	56.5	49.8
Swing Shift	0.4	8.7	0.5	10.2	0.6	9.2
Mid Shift	0.2	3.3	0.2	4.2	0.3	4.5
Rotating Shifts	7.8	16.6	8.6	17.5	8.3	18.0
Irreg Schedule	15.4	12.4	13.4	11.5	12.5	15.3
Freq IDY/On-call	7.6	2.2	6.4	1.7	10.8	2.3
Crew Schedule	18.5	1.4	15.5	1.0	11.1	1.0

Table A-18  
Aeronautical Rating and Current Status

	Retire in 12 Months		Definitely Career		Likely Career	
	OFF(%)	Enl(%)	OFF(%)	Enl(%)	OFF(%)	Enl(%)
	n = 411	2098	6323	24011	2797	12909
Nonrated	63.3	92.3	62.3	92.5	55.6	90.1
Nonrated, on crew	1.9	2.6	2.6	2.3	2.4	2.3
Rated, crew/ops	11.2	1.3	23.0	1.0	36.0	1.6
Rated, support	23.6	3.8	12.1	4.2	5.9	6.0
	Maybe Career		Probably Not Career		Separating	
	OFF(%)	Enl(%)	OFF(%)	Enl(%)	OFF(%)	Enl(%)
	n = 1871	14243	625	9376	364	6242
Nonrated	59.3	89.0	70.1	89.2	72.5	89.4
Nonrated, on crew	1.8	2.0	1.1	1.5	2.7	1.6
Rated, crew/ops	34.0	2.1	25.4	2.1	18.4	1.8
Rated, support	5.0	6.9	3.4	7.2	6.3	7.2

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# APPENDIX

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APPENDIX B  
ATTITUDINAL SCORE COMPARISONS

Table B-1

ANOVA: Officer Personnel by Career Intent

-----					
THE WORK ITSELF					
-----					
	Mean	SD	Subset	df	F
-----					
Job Performance Goals				5,12070	50.86***
Retiring	4.68	1.03	3		
Career	4.84	.96	4		
Likely Career	4.68	.93	3		
Maybe Career	4.56	.98	2		
Probably not career	4.54	1.00	2		
Separating	4.26	1.19	1		
Task Characteristics				5,12139	57.36***
Retiring	5.26	1.05	3		
Career	5.47	.89	4		
Likely Career	5.31	.90	3		
Maybe Career	5.15	1.01	2		
Probably not Career	5.13	1.03	2		
Separating	4.96	1.28	1		
Task Autonomy				5,12166	122.29***
Retiring	4.91	1.32	4		
Career	4.81	1.30	4		
Likely Career	4.35	1.29	3		
Maybe Career	4.19	1.38	2		
Probably not Career	4.14	1.43	2		
Separating	3.89	1.47	1		
Work Repetition				5,12350	41.16***
Retiring	3.99	1.33	1		
Career	4.19	1.36	2		
Likely Career	4.39	1.32	3		
Maybe Career	4.50	1.40	3		
Probably not Career	4.69	1.40	4		
Separating	4.78	1.47	4		

Note. Groups not in the same subset are significantly different at the .05 level.

\*p<.05. \*\*p<.01. \*\*\*p<.001.

Table B-1 (continued)

ANOVA: Officer Personnel by Career Intent

-----					
THE WORK ITSELF (cont)					
-----					
	Mean	SD	Subset		df
-----					
Desired Repetitive/ Easy Tasks				5,11992	4.79***
Retiring	2.39	1.13	1		
Career	2.44	1.06	1,2		
Likely Career	2.50	1.01	1,2		
Maybe Career	2.54	1.01	2		
Probably not Career	2.56	1.08	2		
Separating	2.51	1.11	1,2		
Job Related Training				5,9805	44.15***
Retiring	4.36	1.40	2		
Career	4.81	1.42	4		
Likely Career	4.75	1.45	4		
Maybe Career	4.56	1.53	3		
Probably not Career	4.34	1.57	2		
Separating	3.75	1.59	1		
-----					
JOB ENRICHMENT					
-----					
Skill Variety				5,12434	44.16***
Retiring	5.32	1.34	2,3		
Career	5.58	1.20	4		
Likely Career	5.42	1.25	3		
Maybe Career	5.25	1.35	2		
Probably not Career	5.06	1.43	1		
Separating	5.01	1.63	1		
-----					

Note. Groups not in the same subset are significantly different at the .05 level.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

Table B-1 (continued)

ANOVA: Officer Personnel by Career Intent

JOB ENRICHMENT (cont)					
	Mean	SD	Subset	df	F
Task Identity				5,12401	16.98***
Retiring	5.10	1.23	2		
Career	5.30	1.19	3		
Likely Career	5.22	1.15	2,3		
Maybe Career	5.08	1.28	2		
Probably not Career	5.14	1.27	2		
Separating	4.90	1.48	1		
Task Significance				5,12451	60.63***
Retiring	5.66	1.37	2,3		
Career	5.97	1.15	4		
Likely Career	5.73	1.21	3		
Maybe Career	5.54	1.36	2		
Probably not career	5.55	1.39	2		
Separating	5.31	1.63	1		
Job Feedback				5,12422	29.39***
Retiring	4.93	1.28	4,5		
Career	5.00	1.15	5		
Likely Career	4.84	1.13	3,4		
Maybe Career	4.69	1.21	2		
Probably not Career	4.77	1.26	2,3		
Separating	4.57	1.46	1		
Need for Enrichment				5,12140	18.71***
Retiring	6.16	.87	2		
Career	6.16	.82	2		
Likely Career	6.02	.84	1		
Maybe Career	5.99	.94	1		
Probably not Career	6.00	.92	1		
Separating	6.03	1.03	1		

Note. Groups not in the same subset are significantly different at the .05 level.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

Table B-1 (continued)

ANOVA: Officer Personnel by Career Intent

JOB ENRICHMENT (cont)					
	Mean	SD	Subset	df	F
Job Motivation Index				5,11362	98.59***
Retiring	137.52	75.17	3		
Career	138.54	68.67	3		
Likely Career	116.63	59.96	2		
Maybe Career	108.43	62.02	2		
Probably not Career	108.65	66.63	2		
Separating	97.92	66.83	1		
WORK GROUP PROCESS					
Work Support				5,11975	66.85***
Retiring	4.81	1.11	4		
Career	4.70	1.08	4		
Likely Career	4.43	1.07	3		
Maybe Career	4.34	1.03	2,3		
Probably not Career	4.29	1.09	2		
Separating	4.16	1.21	1		
Management Supervision				5,11726	66.43***
Retiring	5.24	1.41	4		
Career	5.49	1.27	5		
Likely Career	5.28	1.29	4		
Maybe Career	5.07	1.40	3		
Probably not Career	4.92	1.47	2		
Separating	4.55	1.70	1		

Note. Groups not in the same subset are significantly different at the .05 level.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

Table B-1 (continued)

ANOVA: Officer Personnel by Career Intent

WORK GROUP PROCESS (cont)					
	Mean	SD	Subset	df	F
Supervisory Communications Climate				5,11476	66.04***
Retiring	4.61	1.51	2		
Career	5.04	1.38	4		
Likely Career	4.87	1.34	3		
Maybe Career	4.61	1.45	2		
Probably not Career	4.44	1.48	2		
Separating	4.05	1.71	1		
Organizational Communications Climate				5,11587	137.46***
Retiring	4.76	1.37	4		
Career	5.12	1.20	5		
Likely Career	4.82	1.21	4		
Maybe Career	4.60	1.23	3		
Probably not Career	4.42	1.29	2		
Separating	3.80	1.38	1		
WORK GROUP OUTPUT					
Pride				5,12387	151.50***
Retiring	5.19	1.56	3		
Career	5.74	1.27	5		
Likely Career	5.48	1.29	4		
Maybe Career	5.10	1.44	3		
Probably not Career	4.88	1.58	2		
Separating	4.40	1.86	1		

Note. Groups not in the same subset are significantly different at the .05 level.

\* $p < .05$ . \*\* $p < .05$ . \*\*\* $p < .001$ .



Table B-1 (continued)

ANOVA: Officer Personnel by Career Intent

WORK GROUP OUTPUT (cont)				
	Mean	SD	Subset	df
Advancement/Recognition				5,11904 232.89***
Retiring	3.92	1.27	2	
Career	4.87	1.16	5	
Likely Career	4.51	1.06	4	
Maybe Career	4.17	1.10	3	
Probably not Career	4.09	1.07	3	
Separating	3.55	1.23	1	
Workgroup Effectiveness				5,12018 110.6
Retiring	5.77	1.11	3	
Career	5.88	1.05	4	
Likely Career	5.74	1.06	3	
Maybe Career	5.61	1.07	2	
Probably not Career	5.54	1.15	1,2	
Separating	5.44	1.30	1	
Job Related Satisfaction				5,11215 187.02***
Retiring	5.25	1.20	4	
Career	5.60	1.00	5	
Likely Career	5.29	1.04	4	
Maybe Career	5.02	1.10	3	
Probably not Career	4.87	1.19	2	
Separating	4.30	1.28	1	
General Organizational Climate				5,11652 236.65***
Retiring	5.03	1.35	4	
Career	5.50	1.14	5	
Likely Career	5.14	1.18	4	
Maybe Career	4.81	1.26	3	
Probably not Career	4.58	1.29	2	
Separating	3.84	1.41	1	

Note. Groups not in the same subset are significantly different at the .05 level.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

Table B-2

ANOVA: Enlisted Personnel by Career Intent

-----					
THE WORK ITSELF					
-----					
	Mean	SD	Subset	df	F
-----					
Job Performance goals				5,67518	519.32***
Retiring	4.79	1.11	5		
Career	4.96	.95	6		
Likely Career	4.75	.92	4		
Maybe Career	4.62	.94	3		
Probably not career	4.57	.93	2		
Separating	4.37	1.12	1		
Task Characteristics				5,66757	832.24***
Retiring	5.20	1.10	5		
Career	5.32	.93	6		
Likely Career	5.04	.92	4		
Maybe Career	4.89	.96	3		
Probably not Career	4.79	.98	2		
Separating	4.59	1.19	1		
Task Autonomy				5,67045	1239.77***
Retiring	4.48	1.50	6		
Career	4.31	1.40	5		
Likely Career	3.78	1.32	4		
Maybe Career	3.54	1.30	3		
Probably not Career	3.41	1.29	2		
Separating	3.20	1.45	1		
Work Repetition				5,68987	85.55***
Retiring	4.97	1.39	1		
Career	5.05	1.37	2		
Likely Career	5.11	1.35	3		
Maybe Career	5.16	1.36	4		
Probably not Career	5.20	1.36	4		
Separating	5.41	1.42	5		

Note. Groups not in the same subset are significantly different at the .05 level.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

Table B-2 (continued)

ANOVA: Enlisted Personnel by Career Intent

-----					
THE WORK ITSELF (cont)					
-----					
	Mean	SD	Subset	df	F
-----					
Desired Repetitive/ Easy Tasks				5,67715	16.18***
Retiring	3.12	1.51	1		
Career	3.18	1.43	1		
Likely Career	3.24	1.37	2		
Maybe Career	3.27	1.38	2		
Probably not Career	3.28	1.41	2		
Separating	3.16	1.52	1		
Job Related Training				5,66008	451.54***
Retiring	4.50	1.59	4		
Career	4.75	1.54	5		
Likely Career	4.55	1.53	4		
Maybe Career	4.41	1.55	3		
Probably not Career	4.27	1.54	2		
Separating	3.75	1.65	1		
-----					
JOB ENRICHMENT					
-----					
Skill Variety				5,68915	701.71***
Retiring	4.96	1.53	5		
Career	4.97	1.37	5		
Likely Career	4.58	1.36	4		
Maybe Career	4.37	1.42	3		
Probably not Career	4.25	1.43	2		
Separating	4.09	1.66	1		
-----					

Note. Groups not in the same subset are significantly different at the .05 level.

\*p<.05. \*\*p<.01. \*\*\*p<.001.

Table B-2 (continued)

ANOVA: Enlisted Personnel by Career Intent

JOB ENRICHMENT (cont)					
	Mean	SD	Subset	df	F
Task Identity				5,69023	389.54***
Retiring	5.09	1.35	4		
Career	5.30	1.19	5		
Likely Career	5.06	1.18	4		
Maybe Career	4.93	1.21	3		
Probably not Career	4.84	1.24	2		
Separating	4.68	1.43	1		
Task Significance				5,69431	487.59***
Retiring	5.81	1.33	5		
Career	5.96	1.16	6		
Likely Career	5.72	1.24	4		
Maybe Career	5.59	1.31	3		
Probably not Career	5.48	1.36	2		
Separating	5.18	1.62	1		
Job Feedback				5,69226	387.47***
Retiring	4.88	1.39	5		
Career	5.01	1.24	6		
Likely Career	4.76	1.22	4		
Maybe Career	4.63	1.25	3		
Probably not Career	4.56	1.27	2		
Separating	4.35	1.51	1		
Need for Enrichment				5,67267	285.05***
Retiring	5.66	1.27	4		
Career	5.69	1.15	4		
Likely Career	5.46	1.18	3		
Maybe Career	5.34	1.23	2		
Probably not Career	5.24	1.28	1		
Separating	5.27	1.47	1		

Note. Groups not in the same subset are significantly different at the .05 level.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

Table B-2 (continued)

ANOVA: Enlisted Personnel by Career Intent

JOB ENRICHMENT (cont)					
	Mean	SD	Subset	df	F
Job Motivation Index				5,62424	1152.98***
Retiring	125.22	74.72	6		
Career	122.03	67.55	5		
Likely Career	96.68	56.76	4		
Maybe Career	86.87	53.41	3		
Probably not Career	81.60	51.48	2		
Separating	73.80	57.25	1		
WORK GROUP PROCESS					
Work Support				5,67455	185.69***
Retiring	4.57	1.15	3		
Career	4.65	1.12	4		
Likely Career	4.56	1.08	3		
Maybe Career	4.50	1.09	2		
Probably not Career	4.47	1.08	2		
Separating	4.19	1.19	1		
Management Supervision				5,65463	299.07***
Retiring	5.03	1.59	5		
Career	5.13	1.54	6		
Likely Career	4.92	1.53	4		
Maybe Career	4.81	1.54	3		
Probably not Career	4.72	1.55	2		
Separating	4.32	1.70	1		

Note. Groups not in the same subset are significantly different at the .05 level.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

Table B-2 (continued)

ANOVA: Enlisted Personnel by Career Intent

WORK GROUP PROCESS (cont)					
	Mean	SD	Subset	df	F
Supervisory Communications Climate				5,65706	348.43***
Retiring	4.57	1.68	4		
Career	4.78	1.62	5		
Likely Career	4.56	1.58	4		
Maybe Career	4.42	1.60	3		
Probably not Career	4.32	1.59	2		
Separating	3.87	1.71	1		
Organizational Communications Climate				5,64297	611.56***
Retiring	4.44	1.45	4		
Career	4.64	1.33	5		
Likely Career	4.43	1.26	4		
Maybe Career	4.31	1.25	3		
Probably not Career	4.17	1.23	2		
Separating	3.66	1.30	1		
WORK GROUP OUTPUT					
Pride				5,68795	1532.04***
Retiring	5.01	1.70	4		
Career	5.45	1.44	5		
Likely Career	5.02	1.51	4		
Maybe Career	4.68	1.57	3		
Probably not Career	4.39	1.63	2		
Separating	3.75	1.90	1		

Note. Groups not in the same subset are significantly different at the .05 level.

\* $p < .05$ . \*\* $p < .05$ . \*\*\* $p < .001$ .

Table B-2 (continued)

ANOVA: Enlisted Personnel by Career Intent

WORK GROUP OUTPUT (cont)					
	Mean	SD	Subset	df	F
Advancement/Recognition				5,66541	1485.42***
Retiring	4.47	1.34	5		
Career	4.69	1.18	6		
Likely Career	4.29	1.10	4		
Maybe Career	4.07	1.08	3		
Probably not Career	3.89	1.07	2		
Separating	3.50	1.18	1		
Workgroup Effectiveness				5,66635	413.79***
Retiring	5.60	1.32	5		
Career	5.69	1.19	6		
Likely Career	5.48	1.18	4		
Maybe Career	5.37	1.20	3		
Probably not Career	5.26	1.24	2		
Separating	4.99	1.43	1		
Job Related Satisfaction				5,60631	1339.89***
Retiring	5.05	1.30	4		
Career	5.34	1.12	5		
Likely Career	5.03	1.13	4		
Maybe Career	4.81	1.15	3		
Probably not Career	4.63	1.18	2		
Separating	4.02	1.28	1		
General Organizational Climate				5,64226	1417.99***
Retiring	4.67	1.49	5		
Career	4.84	1.33	6		
Likely Career	4.48	1.31	4		
Maybe Career	4.26	1.32	3		
Probably not Career	4.01	1.30	2		
Separating	3.36	1.34	1		

Note. Groups not in the same subset are significantly different at the .05 level.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

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# APPENDIX

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## APPENDIX C

### ORGANIZATIONAL ASSESSMENT PACKAGE:

### FACTORS AND VARIABLES



FACTORS AND VARIABLES OF THE  
ORGANIZATIONAL ASSESSMENT PACKAGE

The OAP is a 109-item survey questionnaire designed jointly by the Air Force Human Resources Laboratory and the Leadership and Management Development Center (LMDC) and is used to aid LMDC in its missions to: (a) conduct research on Air Force systemic issues using information in the OAP database, (b) provide leadership and management training, and (c) provide management consultation service to Air Force commanders upon request.

Allowable responses to the attitudinal items on the survey range from 1 (low) to 7 (high). The attitudinal items are grouped into 25 factors that address such areas as the job itself, management and supervision, communications, and performance in the organization. Each data record consists of 7 externally coded descriptors and 24 demographic items as well as the responses to the 93 attitudinal items.

The factors measured by the OAP are grouped into a systems model to assess three aspects of a work group: input, process, and output (adapted from McGrath's model).

Input. In LMDC's adaptation of the model, input is comprised of demographics, work itself, and job enrichment.

A. Demographics. Descriptive or background information about the respondents to the OAP survey.

8. Work Itself. The work itself has to do with the task properties (technologies) and environmental conditions of the job. It assesses the patterns of characteristics members bring to the group or organization, and patterns of differentiation and integration among position and roles. The following OAP factors measure the work itself:

- 806 - Job Desires (Need For Enrichment)
  - 810 - Job Performance Goals
  - 812 - Task Characteristics
  - 813 - Task Autonomy
  - 814 - Work Repetition
  - 816 - Desired Repetitive Easy Tasks
  - 823 - Job Related Training
- Job Influences (not a statistical factor)

C. Job Enrichment. Measures the degree to which the job itself is interesting, meaningful, challenging, and responsible. The following OAP factors measure job enrichment:

- 800 - Skill Variety
- 801 - Task Identity
- 802 - Task Significance
- 804 - Job Feedback
- 806 - Need for Enrichment Index (Job Desires)
- 807 - Job Motivation Index

- 808 - QJI Total Score
- 809 - Job Motivation Index - Additive
- 825 - Motivation Potential Score

Work Group Process. The work group assesses the pattern of activity and interaction among the work group members. The following OAP factors measure leadership and the work group process:

- 805 - Performance Barriers/Blockages (Work Support)
  - 818 - Management and Supervision
  - 819 - Supervisory Communications Climate
  - 820 - Organizational Communications Climate
- Work Interferences (not a statistical factor)  
Supervisory Assistance (not a statistical factor)

Work Group Output. Measures task performance, group development, and effects on group members. Assesses the quantity and quality of task performance and alteration of the group's relation to the environment. Assesses changes in positions and role patterns, and in the development of norms. Assesses changes on skills and attitudes, and effects on adjustment. The following OAP factors measure the work group output:

- 811 - Pride
- 817 - Advancement/Recognition
- 821 - Work Group Effectiveness (Perceived Productivity)
- 822 - Job Related Satisfaction
- 824 - General Organizational Climate

EXTERNALLY CODED DESCRIPTORS

- Batch Number
- Julian Date of Survey
- Major Command
- Base Code
- Consultation Method
- Consultant Code
- Survey Version

(Note: These items are concatenated to each data record during EDP processing.)

DEMOGRAPHIC ITEMS (NOT A STATISTICAL FACTOR)

Variable Number	Statement Number	Statement
-	-	Supervisor's Code
-	-	Work Group Code
-	-	Sex
-	-	Your age is
-	-	You are (officer, enlisted, GS, etc.)
-	-	Your pay grade is
-	-	Primary AFSC
-	-	Duty AFSC
001	-	(Not used)
002	-	(Not used)
003	1	Total years in the Air Force: 1. Less than 1 year 2. More than 1 year, less than 2 years 3. More than 2 years, less than 3 years 4. More than 3 years, less than 4 years 5. More than 4 years, less than 8 years 6. More than 8 years

(Note: The above items are on the response sheet.)

Variable Number	Statement Number	Statement
004	2	Total months in present career field: 1. Less than 1 month 2. More than 1 month, less than 6 months 3. More than 6 months, less than 12 months 4. More than 12 months, less than 18 months 5. More than 18 months, less than 24 months 6. More than 24 months, less than 36 months 7. More than 36 months
005	3	Total months at this station: 1. Less than 1 month 2. More than 1 month, less than 6 months 3. More than 6 months, less than 12 months 4. More than 12 months, less than 18 months 5. More than 18 months, less than 24 months 6. More than 24 months, less than 36 months 7. More than 36 months
006	4	Total months in present position: 1. Less than 1 month 2. More than 1 month, less than 6 months 3. More than 6 months, less than 12 months 4. More than 12 months, less than 18 months 5. More than 18 months, less than 24 months 6. More than 24 months, less than 36 months 7. More than 36 months
007	5	Your Ethnic Group is: 1. American Indian or Alaskan Native 2. Asian or Pacific Islander 3. Black, not of Hispanic Origin 4. Hispanic 5. White, not of Hispanic Origin 6. Other
008	11	Which of the following "best" describes your marital status? 0. Not married. 1. Married: Spouse is a civilian employed outside home. 2. Married: Spouse is a civilian employed outside home - geographically separated. 3. Married: Spouse not employed outside home. 4. Married: Spouse not employed outside home geographically separated. 5. Married: Spouse is a military member. 6. Married: Spouse is a military member - geographically separated. 7. Single parent.

Variable Number	Statement Number	Statement
009	6	Your highest education level obtained is: 1. Non-high school graduate 2. High school graduate or GED 3. Less than two years college 4. Two years or more college 5. Bachelors Degree 6. Masters Degree 7. Doctoral Degree
010	7	Highest level of professional military education (residence or correspondence): 1. None or not applicable 2. MCO Orientation Course or USAF Supervisor Course (MCO Phase 1 or 2) 3. MCO Leadership School (MCO Phase 3) 4. MCO Academy (MCO Phase 4) 5. Senior MCO Academy (MCO Phase 5) 6. Squadron Officer School 7. Intermediate Service School (i.e., ACSC, AFSC) 8. Senior Service School (i.e., AMC, ICAF, WMC)
011	8	How many people do you directly supervise? 1. None 2. 1 3. 2 4. 3 5. 4 to 5 6. 6 to 8 7. 9 or more
012	9	For how many people do you write performance reports? 1. None 2. 1 3. 2 4. 3 5. 4 to 5 6. 6 to 8 7. 9 or more
013	10	Does your supervisor actually write your performance report? 1. Yes 2. No 3. Not sure
014	11	Your work requires you to work primarily: 1. Alone 2. With one or two people 3. As a small work group (3-5 people) 4. As a large work group (6 or more people) 5. Other
015	12	What is your usual work schedule? 1. Day shift, normally stable hours 2. Swing shift (about 1600-2400) 3. Mid shift (about 2400-0800) 4. Rotating shift schedule 5. Day or shift work with irregular/unstable hours 6. Frequent TDY/travel or frequently on-call to report to work 7. Crew schedule
016	13	How often does your supervisor hold group meetings? 1. Never 2. Occasionally 3. Monthly 4. Weekly 5. Daily 6. Continuously
017	14	How often are group meetings used to solve problems and establish goals? 1. Never 2. Occasionally 3. About half the time 4. All of the time
018	15	What is your aeronautical rating and current status? 1. Nonrated, not on aircrew 2. Nonrated, now on aircrew 3. Rated, in crew/operations job 4. Rated, in support job

Variable Number

019

Statement Number

16

Statement

- Which of the following best describes your career or employment intentions?
1. Planning to retire in the next 12 months
  2. Will continue in/with the Air Force as a career
  3. Will most likely continue in/with the Air Force
  4. May continue in/with the Air Force
  5. Will most likely not make the Air Force a career
  6. Will separate/terminate from the Air Force as soon as possible

NOTE: Variable 008, Statement 11 was added to the OAP on 19 Jan 80 and replaced variable 014 which appears on page 6. Although no longer used, Variable 014 is still shown because data collected from about 25,000 samples for this variable are still in the data base.

FACTORS

Each 800 series factor consists of two or more variables which correspond to statements in the OAP. A mean score can be derived for each factor except 805, 807, 808, 809 and 825 by using a "straight average." The formula for computing the exceptions is indicated.

FACTOR 800 - SKILL VARIETY: Measures the degree to which a job requires a variety of different tasks or activities in carrying out the work; involves the use of a number of different skills and talents of the worker; skills required are valued by the worker.

<u>Variable Number</u>	<u>Statement Number</u>	<u>Statement</u>
------------------------	-------------------------	------------------

201	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?
-----	----	---

212	29	To what extent does your job require you to use a number of complex skills?
-----	----	---

FACTOR 801 - TASK IDENTITY: Measures the degree to which the job requires completion of a "whole" and identifiable piece of work from beginning to end.

<u>Variable Number</u>	<u>Statement Number</u>	<u>Statement</u>
------------------------	-------------------------	------------------

202	18	To what extent does your job involve doing a whole task or unit of work?
-----	----	--

211	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?
-----	----	---

**FACTOR 802 - TASK SIGNIFICANCE:** Measures the degree to which the job has a substantial impact on the lives or work of others; the importance of the job.

Variable Number	Statement Number	Statement
203	19	To what extent is your job significant in that it affects others in some important way?
210	27	To what extent does doing your job well affect a lot of people?

**FACTOR 803 (NOT USED)**

**FACTOR 804 - JOB FEEDBACK:** Measures the degree to which carrying out the work activities required by the job results in the worker obtaining clear and direct information about job outcomes or information on good and poor performance.

Variable Number	Statement Number	Statement
272	22	To what extent are you able to determine how well you are doing your job without feedback from anyone else?
209	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?

**FACTOR 805 - WORK SUPPORT:** Measures the degree to which work performance is hindered by additional duties, details, inadequate tools, equipment, or work space.

Variable Number	Statement Number	Statement
206	23	To what extent do additional duties interfere with the performance of your primary job?
207	24	To what extent do you have adequate tools and equipment to accomplish your job?
208	25	To what extent is the amount of work space provided adequate?

Formula (8-206+207+208)/3

**FACTOR 806 - NEED FOR ENRICHMENT INDEX (JOB DESIRES):** Has to do with job related characteristics (autonomy, personal growth, use of skills, etc.) that the individual would like in a job.

Variable Number	Statement Number	Statement
249	51	Opportunities to have independence in my work.
250	52	A job that is meaningful.
251	53	The opportunity for personal growth in my job.
252	54	Opportunities in my work to use my skills.
253	55	Opportunities to perform a variety of tasks.

**FACTOR 807 - JOB MOTIVATION INDEX:** A composite index derived from the six job characteristics that reflects the overall "motivating potential" of a job; the degree to which a job will prompt high internal work motivation on the part of job incumbents.

Index is computed using the following factors:

- 800 Skill variety
- 801 Task identity
- 802 Task significance
- 805 Performance barriers/blockages
- 813 Task autonomy
- 804 Job feedback

Formula (800+801+802+805)/4+813+804

**FACTOR 808 - OJJ TOTAL SCORE:** Assesses one's perception of motivation provided by his or her job. This factor is a variation of a scale employed by other job motivation theorists.

Score is computed using the variables in the following formula:

Formula (Y201+Y202+Y203+Y270+Y271+Y272 +8+Y206+Y207+Y208+Y209+Y210 +Y211+Y212+Y213)

**FACTOR 809 - JOB MOTIVATION INDEX ---- ADDITIVE:** This factor is a variation of a scale employed by other job motivation theorists.

Index is computed using the following factors:

800	Skilled variety
801	Task identity
802	Task significance
805	Performance barriers/blockages
813	Task autonomy
804	Work repetition

Formula:  $(800+801+802+805)/4 \times 813 \div 804$

**FACTOR 810 - JOB PERFORMANCE GOALS:** Measures the extent to which job performance goals are clear, specific, realistic, understandable, and challenging.

Variable Number	Statement
217	To what extent do you know exactly what is expected of you in performing your job?
218	To what extent are your job performance goals difficult to accomplish?
273	To what extent are your job performance goals clear?
274	To what extent are your job performance goals specific?
221	To what extent are your job performance goals realistic?

**FACTOR 811 - PRIDE:** Measures the pride in one's work.

Variable Number	Statement
215	To what extent are you proud of your job?
275	To what extent does your work give you a feeling of pride?

11

**FACTOR 812 - TASK CHARACTERISTICS:** A combination of skill variety, task identity, task significance, and job feedback designed to measure several aspects of one's job.

Variable Number	Statement
201	To what extent does your job require you to do many different things, using a variety of your talents and skills?
202	To what extent does your job involve doing a whole task or unit of work?
203	To what extent is your job significant, in that it affects others in some important way?
272	To what extent are you able to determine how well you are doing your job without feedback from anyone else?
209	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?
210	To what extent does doing your job well affect a lot of people?
211	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?
212	To what extent does your job require you to use a number of complex skills?

**FACTOR 813 - TASK AUTONOMY:** Measures the degree to which the job provides freedom to do the work as one sees fit; discretion in scheduling, decision making, and means for accomplishing a job.

Variable Number	Statement
270	To what extent does your job provide a great deal of freedom and independence in scheduling your work?
271	To what extent does your job provide a great deal of freedom and independence in selecting your own procedures to accomplish it?
213	To what extent does your job give you freedom to do your work as you see fit?
214	To what extent are you allowed to make the major decisions required to perform your job well?

12

FACTOR 814 - WORK REPETITION: Measures the extent to which one performs the same tasks or faces the same type of problems in his or her job on a regular basis.

Variable Number	Statement Number	Statement
226	39	To what extent do you perform the same tasks repeatedly within a short period of time?
227	40	To what extent are you faced with the same type of problem on a weekly basis?

FACTOR 815 (NOT USED)

FACTOR 816 - DESIRED REPETITIVE EASY TASKS: Measures the extent to which one desires his or her job involve repetitive tasks or tasks that are easy to accomplish.

Variable Number	Statement Number	Statement
255	56	A job in which tasks are repetitive.
258	57	A job in which tasks are relatively easy to accomplish.

FACTOR - JOB INFLUENCES (NOT A STATISTICAL FACTOR):

Variable Number	Statement Number	Statement
216	33	To what extent do you feel accountable to your supervisor in accomplishing your job?
238	42	To what extent do co-workers in your work group maintain high standards of performance?

FACTOR 817 - ADVANCEMENT/RECOGNITION: Measures one's awareness of advancement and recognition, and feelings of being prepared (i.e., learning new skills for promotion).

Variable Number	Statement Number	Statement
234	41	To what extent are you aware of promotion/advancement opportunities that affect you?
239	43	To what extent do you have the opportunity to progress up your career ladder?

240	44	To what extent are you being prepared to accept increased responsibility?
241	45	To what extent do people who perform well receive recognition?
276	47	To what extent do you have the opportunity to learn skills which will improve your promotion potential?

FACTOR 818 - MANAGEMENT and SUPERVISION (A): Measures the degree to which the worker has high performance standards and good work procedures. Measures support and guidance received, and the overall quality of supervision.

Variable Number	Statement Number	Statement
404	58	My supervisor is a good planner.
405	59	My supervisor sets high performance standards.
410	60	My supervisor encourages teamwork.
411	61	My supervisor represents the group at all times.
412	62	My supervisor establishes good work procedures.
413	63	My supervisor has made his responsibilities clear to the group.
445	64	My supervisor fully explains procedures to each group member.
416	65	My supervisor performs well under pressure.

FACTOR - MANAGEMENT and SUPERVISION (B): (NOT A STATISTICAL FACTOR)

Variable Number	Statement Number	Statement
424	66	My supervisor takes time to help me when needed.
434	71	My supervisor lets me know when I am doing a poor job.
439	75	When I need technical advice, I usually go to my supervisor.

**FACTOR 819 - SUPERVISORY COMMUNICATIONS CLIMATE:** Measures the degree to which the worker perceives that there is good rapport with supervisors, that there is a good working environment, that innovation for task improvement is encouraged, and that rewards are based upon performance.

Variable Number	Statement Number	Statement
426	67	My supervisor asks members for their ideas on task improvements.
428	68	My supervisor explains how my job contributes to the overall mission.
431	69	My supervisor helps me set specific goals.
433	70	My supervisor lets me know when I am doing a good job.
435	72	My supervisor always helps me improve my performance.
436	73	My supervisor insures that I get job related training when needed.
437	74	My job performance has improved due to feedback received from my supervisor.
442	76	My supervisor frequently gives me feedback on how well I am doing my job.

**FACTOR 820 - ORGANIZATIONAL COMMUNICATIONS CLIMATE:** Measures the degree to which the worker perceives that there is an open communications environment in the organization, and that adequate information is provided to accomplish the job.

Variable Number	Statement Number	Statement
300	82	Ideas developed by my work group are readily accepted by management personnel above my supervisor.
301	83	My organization provides all the necessary information for me to do my job effectively.
302	84	My organization provides adequate information to my work group.
303	85	My work group is usually aware of important events and situations.
304	85	My complaints are aired satisfactorily.
309	91	The information in my organization is widely shared so that those needing it have it available.

314	96	My organization has clear-cut goals.
317	99	The goals of my organization are reasonable.
318	100	My organization provides accurate information to my work group.

**FACTOR 821 - WORK GROUP EFFECTIVENESS:** Measures one's view of the quantity, quality, and efficiency of work generated by his or her work group.

Variable Number	Statement Number	Statement
259	77	The quantity of output of your work group is very high.
260	78	The quality of output of your work group is very high.
261	79	When high priority work arises, such as short suspenses, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.
264	80	Your work group always gets maximum output from available resources (e.g., personnel and material).
265	81	Your work group's performance in comparison to similar work groups is very high.

**FACTOR - WORK INTERFERENCES (NOT A STATISTICAL FACTOR):** Identifies things that impede an individual's job performance.

Variable Number	Statement Number	Statement
277	48	To what extent do you have the necessary supplies to accomplish your job?
279	49	To what extent do details (task not covered by primary or additional duty descriptions) interfere with the performance of your primary job?
279	50	To what extent does a bottleneck in your organization seriously affect the flow of work either to or from your group?



**FACTOR 822 - JOB RELATED SATISFACTION:** Measures the degree to which the worker is generally satisfied with factors surrounding the job.

Variable Number	Statement
705	Feeling of Helpfulness The chance to help people and improve their welfare through the performance of my job. The importance of my job performance to the welfare of others.
709	Co-worker Relationships My amount of effort compared to the effort of my co-workers, the extent to which my co-workers share the load, and the spirit of teamwork which exists among my co-workers.
710	Family Attitude Toward Job The recognition and the pride my family has in the work I do.
717	Work Schedule My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.
718	Job Security
719	Acquired Valuable Skills The chance to acquire valuable skills in my job which prepare me for future opportunities
723	My Job as a Whole

**FACTOR 823 - JOB RELATED TRAINING:** Measures the extent to which one is satisfied with on-the-job and technical training received.

Variable Number	Statement
711	On-the-Job Training (OJT) The OJT instructional methods and instructors' competence.
712	Technical Training (Other than OJT) The technical training I have received to perform my current job.

**FACTOR 824 - GENERAL ORGANIZATIONAL CLIMATE:** Measures the individual's perception of his or her organizational environment as a whole (i.e. spirit of teamwork, communications, organizational pride, etc.).

Variable Number	Statement
305	My organization is very interested in the attitudes of the group members toward their jobs.
306	My organization has a very strong interest in the welfare of its people.
307	I am very proud to work for this organization.
308	I feel responsible to my organization in accomplishing its mission.
310	Personnel in my unit are recognized for outstanding performance.
311	I am usually given the opportunity to show or demonstrate my work to others.
312	There is a high spirit of teamwork among my co-workers.
313	There is outstanding cooperation between work groups of my organization.
315	I feel motivated to contribute my best efforts to the mission of my organization.
316	My organization rewards individuals based on performance.

**FACTOR 825 - MOTIVATION POTENTIAL SCORE:** This factor is another variation of a scale employed by other job motivation theorists. The score ranges between 1 and 343 with 109 being the Air Force average. Low scores indicate a poorly motivating job. Score is computed using the following factors:

800	Skill variety
801	Task identity
802	Task significance
804	Job feedback
813	Task autonomy

Formula:  $(800+801+802)/3 + 813 \cdot 804$

VARIABLES

<u>Variable Number</u>	<u>Factor</u>	<u>Statement</u>	<u>Statement Number</u>	<u>Variable Number</u>	<u>Factor</u>	<u>Statement</u>	<u>Statement Number</u>
201	800/812	17	To what extent does your job require you to do many different things, using a variety of your talents and skills?	213	813	30	To what extent does your job give you freedom to do your work as you see fit?
202	801/812	18	To what extent does your job involve doing a whole task or unit of work?	214	813	31	To what extent are you allowed to make the major decisions required to perform your job well?
203	802/812	19	To what extent is your job significant, in that it affects others in some important way?	215	811	32	To what extent are you proud of your job?
204 & 205	--	--	(Not used)	216*	--	33	To what extent do you feel accountable to your supervisor in accomplishing your job?
206	905	23	To what extent do additional duties interfere with the performance of your primary job?	217	810	34	To what extent do you know exactly what is expected of you in performing your job?
207	805	24	To what extent do you have adequate tools and equipment to accomplish your job?	218	810	35	To what extent are your job performance goals difficult to accomplish?
208	805	25	To what extent is the amount of work space provided adequate?	219 & 220	--	--	(Not used)
209	804/812	26	To what extent does your job provide the chance to know for yourself when you do a good job, and to be responsible for your own work?	221	810	38	To what extent are your job performance goals realistic?
210	802/812	27	To what extent does doing your job well affect a lot of people?	222-225	--	--	(Not used)
211	901/812	28	To what extent does your job provide you with a chance to finish completely the piece of work you have begun?	226	814	39	To what extent do you perform the same tasks repeatedly within a short period of time?
212	800/812	29	To what extent does your job require you to use a number of complex skills?	227	814	40	To what extent are you faced with the same type of problem on a weekly basis?

\* This variable is an element of "Job Influences" (not a statistical factor).

Variable Number	Factor	Statement	Statement Number
228-233	--	(Not used)	--
234	817	To what extent are you aware of promotion/advancement opportunities that affect you?	41
235-237	--	(Not used)	--
238*	--	To what extent do co-workers in your work group maintain high standards of performance?	42
239	817	To what extent do you have the opportunity to progress up your career ladder?	43
240	817	To what extent are you being prepared to accept increased responsibility?	44
241	817	To what extent do people who perform well receive recognition?	45
242-248	--	(Not used)	--
249	806	Opportunities to have independence in my work?	51
250	806	A job that is meaningful.	52
251	806	The opportunity for personal growth in my job.	53
252	806	Opportunities in my work to use my skills.	54
253	806	Opportunities to perform a variety of tasks.	55
254	--	(Not used)	--
255	816	A job in which tasks are repetitive.	56

\* This variable is an element of "job influences" (not a statistical factor).

Variable Number	Factor	Statement	Statement Number
256 & 257	--	(Not used)	--
258	816	A job in which tasks are relatively easy to accomplish.	57
259	821	The quantity of output of your work group is very high.	77
260	821	The quality of output of your work group is very high.	78
261	821	When high priority work arises, such as short suspenses, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.	79
262 & 263	--	(Not used)	--
264	821	Your work group always gets maximum output from available resources (e.g., personnel and material).	80
265	821	Your work group's performance in comparison to similar work groups is very high.	81
266-269	--	(Not used)	--
270	813	To what extent does your job provide a great deal of freedom and independence in scheduling your work?	20
271	813	To what extent does your job provide a great deal of freedom and independence in selecting your own procedures to accomplish it?	21
272	804/812	To what extent are you able to determine how well you are doing your job without feedback from anyone else?	22

Variable Number	Factor	Statement	Statement Number	Variable Number	Factor	Statement Number
273	810	36	To what extent are your job performance goals clear?	303	820	85
274	810	37	To what extent are your job performance goals specific?	304	820	86
275	811	46	To what extent does your work give you a feeling of pride?	305	824	87
276	817	47	To what extent do you have the opportunity to learn skills which will improve your promotion potential?	306	824	88
277**	--	49	To what extent do you have the necessary supplies to accomplish your job?	307	824	89
278**	--	49	To what extent do details (task not covered by primary or additional duty descriptions) interfere with the performance of your primary job?	308	824	90
279**	--	50	To what extent does a bottleneck in your organization seriously affect the flow of work either to or from your group?	309	820	91
280-299	--	--	(Not used)	310	824	92
300	820	82	Ideas developed by my work group are readily accepted by management personnel above my supervisor.	311	824	93
301	820	83	My organization provides all the necessary information for me to do my job effectively.	312	824	94
302	820	83	My organization provides adequate information to my work group.	313	824	95

\*\* These variables are elements of "work interferences" (not a statistical factor).

Variable Number	Factor	Statement	Statement Number	Variable Number	Factor	Statement	Statement Number
324	820	My organization has clear-cut goals.	95	426	819	My supervisor asks members for their ideas on task improvements.	67
325	824	I feel motivated to contribute my best efforts to the mission of my organization.	97	427	--	(Not used)	--
326	824	My organization rewards individuals based on performance.	98	428	819	My supervisor explains how my job contributes to the overall mission.	68
327	820	The goals of my organization are reasonable.	99	429 & 430	--	(Not used)	--
328	820	My organization provides accurate information to my work group.	100	431	819	My supervisor helps me set specific goals.	69
329-403	--	(Not used)	--	432	--	(Not used)	--
404	818	My supervisor is a good planner.	58	433	819	My supervisor lets me know when I am doing a good job.	70
405	818	My supervisor sets high performance standards.	59	434***	--	My supervisor lets me know when I am doing a poor job.	71
406-409	--	(Not used)	--	435	819	My supervisor always helps me improve my performance.	72
410	818	My supervisor encourages teamwork.	60	436	819	My supervisor insures that I get job related training when needed.	73
411	818	My supervisor represents the group at all times.	61	437	819	My job performance has improved due to feedback received from my supervisor.	74
412	818	My supervisor establishes good work procedures.	62	438	--	(Not used)	--
413	818	My supervisor has made his responsibilities clear to the group.	63	439***	--	When I need technical advice, I usually go to my supervisor.	75
414 & 415	--	(Not used)	--	440 & 441	--	(Not used)	--
416	818	My supervisor performs well under pressure.	65	442	819	My supervisor frequently gives me feedback on how well I am doing my job.	76
417-423	--	(Not used)	--	443 & 444	--	(Not used)	--
424***	--	My supervisor takes time to help me when needed.	66	445	818	My supervisor fully explains procedures to each group member.	64
425	--	(Not used)	--	446-704	--	(Not used)	--

\*\*\* This variable is an element of "supervisory assistance" (not a statistical factor).

<u>Variable Number</u>	<u>Factor</u>	<u>Statement Number</u>	<u>Statement</u>
705	822	101	<u>Feeling of Helpfulness</u> The chance to help people and improve their welfare through the performance of my job. The importance of my job performance to the welfare of others.
706-708	--	--	(Not used)
709	822	102	<u>Co-worker Relationships</u> My amount of effort compared to the effort of my co-workers, the extent to which my co-workers share the load, and the spirit of teamwork which exists among my co-workers.
710	822	103	<u>Family Attitude Toward Job</u> The recognition and the pride my family has in the work I do.
711	823	104	<u>On-the-Job Training (OJT)</u> The OJT instructional methods and instructors' competence.
712	823	105	<u>Technical Training (Other than OJT)</u> The technical training I have received to perform my current job.
713-716	--	--	(Not used)
717	822	106	<u>Work Schedule</u> My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.
718	822	107	<u>Job Security</u>
719	822	108	<u>Acquired Valuable Skills</u> The chance to acquire valuable skills in my job which prepare me for future opportunities.
720-722	--	--	(Not used)
723	822	107	<u>My Job as a Whole</u>
724-999	--	--	(Not used)

END

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