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<p>This report is the sixth in a series that examines officer career development. Two unrestricted line officer communities were examined: surface warfare officers (SWOs) and general unrestricted line officers (GenURLs). The purpose of the research was to collect data to help policy makers and career managers improve the officer assignment ("detailing") process. Questionnaire data regarding officers' perceptions of their detailers were analyzed (N = 997) and interpreted in terms of negotiation concepts. It was found that officers believed that detailers basically used an integrative (responsive) bargaining style, but that some specific detailer traits and behaviors needed to be changed. A conceptual model that had been formulated to explain officer perceptions was found to be useful. Recommendations were presented regarding how the detailing system could be improved.</p>			
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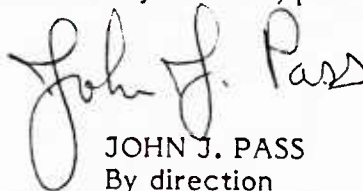
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1. This research and development was conducted within the exploratory development project RF63-521-804 (Manpower and Personnel Technology), work unit 031-03.04 (Personnel Distribution and Career Development). The purpose of the work unit is to identify career factors that are related to performance, officer continuance rates, and the development of skills necessary at senior officer levels.
2. This report is the sixth in a series produced under this work unit. Previous reports described: (1) the factors that influence the early career development of surface warfare officers (SWOs) (TR 82-59), (2) background and initial sea tour factors that predict SWO continuance beyond obligated service (TR 83-6), (3) SWO career experiences and concerns (TN 83-11), (4) aviation detailer decision making in the antisubmarine warfare patrol community (TR 84-31), and (5) career development problems of three unrestricted line officer communities (under review)*.
3. Appreciation is expressed to RADM A. Herberger (formerly OP-13), RADM R. C. Ustick (formerly NMPC-4), CAPT Phil Quast (formerly (NMPC-412), CAPT L. N. Palmer (formerly NMPC-41), CAPT Roger Onorati (formerly NMPC-41B), CAPT Dallas Boggs (formerly OP-130E), CAPT Kathy Byerly (formerly OP-132E3), CAPT Lorraine Manning (formerly OP-130E3), and CDR Jerry O'Donnell (formerly OP-130E1). These individuals provided support and assistance critical to the design of the project and the collection of the data.
4. POC at NAVPERSRANDCEN is Dr. Gerry Wilcove, phone (619) 225-6911, AUTOVON 933-6911. Comments are welcome.


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**Officer Career Development:
Reactions of Two Unrestricted Line
Communities to Detailers**

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SUMMARY

Problem

While unrestricted line officers, detailers, and the Naval Military Personnel Command tend to view the reassignment process favorably, reactions are by no means unanimous. For example, one third of the officers criticize the detailer as ineffective.

Objectives

The purpose of the research was to collect data that would help policy makers and career managers improve the officer detailing process.

Procedure

The research focused on General Unrestricted Line Officers (GenURLs) and Surface Warfare Officers (SWOs), both of whom shared the same detailers. Questionnaires were mailed to the entire GenURL community, which is relatively small, and a sample of SWOs. Based on interviews, the researchers viewed the detailer's reassignment decision as the end result of negotiations with the constituent. Questionnaire items measured the detailer's "negotiation style" as perceived by constituents, as well as the traits and behaviors of detailers that constituents believed should be changed. A conceptual model was developed to help explain constituents' perceptions of their detailers. Analyses focused on officers who were actively involved in negotiations with their detailers (N = 997). SWOs and GenURLs were combined into one sample for most analyses, based on similar exploratory findings for the two communities.

Findings

1. Generally speaking, both SWOs and GenURLs viewed their detailers as willing to discuss or negotiate orders as opposed to simply issuing them without regard to their constituents' wishes.
2. However, appreciable numbers of SWOs and GenURLs were critical or had mixed feelings regarding specific detailer traits or behaviors; namely:
 - a. The detailer's ability to provide effective "counseling" on career matters.
 - b. The frequency with which detailers returned telephone calls.
 - c. The detailer's honesty. For example, constituents did not believe detailers when they said, in accordance with policy, that all billets contribute equally to an officer's career.
 - d. The detailer's commitment to meeting the constituent's needs as opposed to simply meeting billet quotas.
3. Constituents' perceptions of the detailer were related to general feelings about their (a) careers, (b) the Navy's assignment policies, procedures, and practices, and (c) the fit between their assignment preferences and the orders they had received from previous detailers.

4. Performance, as measured by fitness reports, was a poor predictor of how constituents evaluated their detailers.

Recommendations

1. The Navy should provide guidelines so that commanding officers can establish counseling systems for their personnel.

2. Although local commands may represent the best resource for officers needing "counseling," detailers should improve their capabilities for discussing available billets with officers when they go on field trips.

3. Detailer field trips and command "counseling" systems should be used to teach officers how to prepare for and interact with detailers.

4. Additional data should be collected regarding the frequency with which detailers return telephone calls. If a problem still exists, steps should be taken to solve it.

5. Research should be undertaken to identify the primary determinants of perceptions that detailers are dishonest (possibilities include miscommunication, misinterpretation, actual dishonesty, etc.).

6. The official priorities of detailers should be reiterated; a detailer's primary responsibility is to fill billets. Acting as the officer's representative is permitted, but only if Navy needs can be met.

7. The policy that requires detailers to tell officers that no billet contributes more than any other to an officer's career should be changed. This approach makes it difficult for constituents to perceive a relationship between their performance level and the quality of the assignment they receive.

8. The above recommendations should be incorporated, when appropriate, into detailer training sessions.

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INTRODUCTION

Problem

While the detailing system for unrestricted line officers is fairly well received by the principals involved, consensus exists on the need to improve the system. This point is demonstrated in several ways. First, while two thirds of officers rate the detailer in positive terms, one third criticize the detailer as ineffective (Arima, 1981; Holzbach, Morrison, & Mohr, 1980; Nye, 1981). Second, while detailers are generally satisfied with their jobs, they mention that their hard work goes unnoticed and unappreciated too often by the officers they assign.¹ Third, while the Naval Military Personnel Command (NMPC-4) has praised detailers regarding the work that they do, it has also emphasized that they need to be more people-oriented.²

Background

Detailers function as assignment managers, and the officers they assign are called constituents. The "detailing triad," as described to constituents, is composed of three goals, which ideally are given equal weight in the detailing process. These three goals, which are often pictured as sides of an equilateral triangle, are: (1) the Navy's billet-fill requirements, (2) the career requirements that the individual must meet if the Navy is to meet its requirements, and (3) the individual's desires. Because of pressing organizational needs, the three goals are often prioritized from most to least important in the order mentioned. These goals are often in conflict and complicate the task of meshing organizational requirements with individual preferences. This task is especially difficult when the first two goals (i.e., the organization's requirements) are in conflict, because the Navy is likely to choose the first goal, while the individual's desire may be consistent with the second goal. Based on the detailing triad, it would be hard to explain why the individual's choice was considered unsatisfactory. Even if the first and second goals were congruent, they might still conflict with the individual's preference.

The Navy uses a negotiation process in an attempt to reconcile conflicts between the officer's desires and the Navy's organizational requirements. For example, suppose a constituent dislikes or refuses to accept the detailer's initial choice of assignment. The detailer may then present some alternative assignments, perhaps arguing for one in particular. The detailer hopes to convince the constituent of the wisdom of the detailer's choice rather than having to impose a unilateral decision. The disadvantage of a unilateral decision is twofold: (1) The officer's desires may go unfulfilled, and (2) officers may choose to leave the Navy if rejected too often, a serious concern given officer midgrade shortages. The detailer's success in the negotiation process is to a large extent contingent on the constituent's belief in the system and in the detailer.

¹R. F. Morrison, unpublished interviews with SWO Junior Officer Detailing Branch (Naval Military Personnel Command, NMPC-410), June 1981.

²G. L. Wilcove and J. Bruni, attendance at detailer and placement officer training sessions at which ADM R. C. Ustick (Naval Military Personnel Command, NMPC-4) presented the opening comments, 27 June 1983.

To understand how belief in the system and the detailer evolves, it is necessary to understand the concept of bargaining style. The research literature (Walton & McKersie, 1965) suggests that bargaining styles vary between integrative and distributive. Applying the concept of integrative bargaining to the Navy situation would mean that the detailer is seen as facilitating open communication, demonstrating concern for the officer's needs, and presenting an honest and accurate description of available billets; in short, as communicative, concerned, and credible. A detailer perceived as distributive would be seen as secretive, concerned only with Navy needs, and misrepresenting the inventory of available billets; in short, as uncommunicative, unconcerned, and lacking credibility. An integrative bargaining style should foster belief in the system and the detailer; a distributive style, suspicion and rejection.

The constituent's perceptions of detailer bargaining style are, of course, related to the detailer's actual behavior, which may need to be changed. They are also probably related to the constituent's preconceptions regarding detailer behavior. Some of these preconceptions may be preventable or changeable if they are rooted in specific Navy experiences. However, other preconceptions and expectations may be intractable if they are rooted in personal history and personal characteristics. If policy makers and career managers have the necessary information available to them, they can disregard intractable preconceptions and concentrate instead on (1) influencing the development of favorable attitudes toward detailers or (2) acting as change agents. While research can help supply this information, no studies have been conducted that examine detailing as a negotiation process, and only a few have been conducted that examine officer detailing at all (Arima, 1981; Holzbach, Morrison, & Mohr, 1980; Nye, 1981).

To view detailing as a negotiation process in future research makes sense from four standpoints: (1) This approach makes detailing easier to understand, because all events and behaviors are tied to one concept, negotiation; (2) this approach has face validity; that is, officers describe their conversations with detailers as "negotiations"; (3) it should be easy to communicate research results to Navy managers and other officers, because "negotiation" is part of their working vocabulary; and (4) the potential exists for improving the detailing process through the application of negotiation theory and research.

Purpose

The primary purpose of the research was to collect data that would help policy makers and career managers improve the officer detailing process. Towards that end, three issues were examined: (1) the degree to which constituents viewed their detailers as using integrative or distributive bargaining styles, (2) the specific kinds of detailer bargaining behaviors and traits that officers believed should be changed or maintained, and (3) the extent to which officers evaluated their current detailers based on attitudes formed in the past as a result of particular experiences or personal background. To guide the research in this last area, a conceptual model was developed. Partially testing this model became a secondary purpose of the research.

METHOD

Conceptual Model

A model is a set of assumptions, concepts, and hypothesized relationships that often help to better understand the phenomenon of interest. In the present research, the

phenomenon of interest was the constituents' perceptions of their current detailer's bargaining style.

The present model was predicated on the belief that constituents enter the bargaining situation with a particular mental set, or predisposition, and that this set is related to the constituents' evaluations of their current detailer. In cognitive terms, constituents enter the bargaining situation with "perceptual filters" reflecting their personal background, experiences, and attitudes. These latter variables (such as attitudes) were specified in the model. It was then determined if they were significantly related (both statistically and practically) to the constituents' perceptions of their current detailer. Significant relationships were taken as a tentative indication that constituents are predisposed to evaluate their detailers in particular ways. The entire model is presented below, although only parts of it were tested.

Characteristics

The model had the following characteristics:

1. It was an open systems career model. That is, relationships among the domains were seen as dynamic, with changes expected as a function of manpower requirements, maturation of officer communities, changes in career structure, and so forth.
2. It was an attempt to model cognitive components and their relationships. It was not intended to be veridical, but focused instead on perceptions and their relationships with career behaviors.
3. It was exploratory, not confirmatory, because of the lack of research in the area.
4. It was a mediation model, with domains ordered along a "proximal-distal" dimension.
5. It lacked certain contextual variables, such as manpower constraints, budgetary considerations, and the state of the civilian economy.

Domains

Based on interviews with officers and conversations with detailers, two research psychologists independently identified factors thought to influence a constituent's perceptions of detailer bargaining style. They then independently grouped these factors into domains and reached a consensus on a category system. A domain was defined as a conceptual area subsuming elements of similar content. Table 1 describes the model's domains.

Table 1
Conceptual Domains

Personal Background/Performance

Demographic information such as marital status, educational level, and race. Domain also included variables correlated with time-in-service, such as number of duty stations and whether officers had completed their minimum service requirement. Performance level was determined from fitness reports.

Evaluation of Job History

Officers' reactions to previous assignments. Domain was also concerned with whether or not the officer believed previous assignments were consistent with his or her experience and performance level.

General Career Attitudes

Broad-based evaluations and motivations reflecting an individual's desire to advance, his or her perceptions of sea duty (Surface Warfare Officers), desire to remain in the Navy 20 years, etc.

Attitudes Toward Assignment Policies/Procedures

Attitudes toward system-level policies and procedures that affect all officers, such as detailer tour length, permanent change of station, and geographical relocation.

Attitudes Toward Assignment Practices

General attitudes toward the reassignment process based on past experiences; for example, attitudes regarding preference card effectiveness and the ability of the detailing system to find the officer the billet that best contributed to his or her career.

Evaluation of Previous Reassignment Experience

The individual's overall reaction to negotiations--and the outcome (whether or not the officer received an assignment consistent with his or her preference card).

Reaction to Current Receipt of Orders

Satisfaction with detailer's decision and whether or not administrative procedures such as advance notification regarding the orders and lead time available to make travel arrangements were satisfactory.

Evaluation of Detailer's Bargaining Style

The officer's reaction to treatment received from current detailer; specifically, detailer communication skills, concern for the constituent's needs, and credibility (accuracy and honesty).

Job Satisfaction From New Assignment

The individual's satisfaction with his or her new duties, job challenges, peer relationships, geographical location, the commanding officer and the chain of command, and the relationship between level of job satisfaction and officer's perceptions of detailer who issued the orders for that assignment.

Relationships

Figure 1 presents the researchers' conception of how the model's domains are related to each other. In the figure, the arrows indicate the flow of influence. That is, starting at the left of the figure, the officer's Personal Background/Performance is presumed to influence or be related to the officer's Evaluation of Job History and General Career Attitudes. These are seen, in turn, as influencing the officer's Attitudes Toward Assignment Policies/Procedures and Assignment Practices, and so on throughout the rest of the model.

Generically, the dependent variable in the research is the constituent's evaluation of the detailer's bargaining style. However, the model specifies three points in time when this evaluation takes place: Time 1, when the constituent is actively involved in negotiations (Figure 1, Box 7); Time 2, after the constituent has received orders (Box 9); and Time 3, after the constituent has had an opportunity to experience and evaluate the assignment received from the detailer (Box 11). Thus, operationally, the model has three dependent variables. The immediate research focused exclusively on the Time 1 evaluation of detailer bargaining style, although all evaluation points are discussed in the model.

The detailer's behaviors are, of course, one determinant of the constituent's perceptions at Time 1. What the constituent brings to the negotiations (i.e., attitudes, experiences, and personal background) act as "perceptual filters" and are considered to be another set of determinants. They are represented by Boxes 1 through 6.

At a certain point in time, negotiations stop, the detailer makes a decision regarding reassignment, and the constituent receives and reacts to his or her orders (Box 8). The constituent's Evaluation of Detailer's Bargaining Style (Time 2) incorporates the constituent's reaction to the orders. However, the Time 2 evaluation may not be permanent. For example, suppose an officer's reactions to the new job are positive. They may override or replace the constituent's previous evaluation of the detailer's bargaining style, if that evaluation was negative. The new evaluation represents the Time 3 evaluation.

Hypotheses

Three general hypotheses were advanced. The first hypothesis reflected the following thinking: The constituent comes to the bargaining situation with a set of attitudes, personal attributes, motivations, and so on, that will influence perception of the detailer's bargaining style. Some of these factors may strongly influence the constituent's perceptions (proximal factors), while others may be less influential (distal factors). The first hypothesis, the Proximal-Distal Hypothesis, stated that domains of factors could be ordered from the most proximal to the most distal. A corollary to this hypothesis was that a domain's particular place in the ordering would be correlated with the strength of its relationship with a dependent variable. By way of example, consider the model's first dependent variable, Evaluation of Detailer's Bargaining Style (Time 1, Box 7). Looking at Figure 1, Evaluation of Previous Reassignment Experience is the most proximal domain, and Personal Background/Performance is the most distal. It would thus be expected that the former domain would have the strongest relationship with the dependent variable and the latter domain, the weakest.

The concept of proximal and distal domains originated with Jessor and Jessor (1973). Their work, however, did not specify to any great extent the decision rules for ordering domains. In the present research, decisions were based on two related considerations:

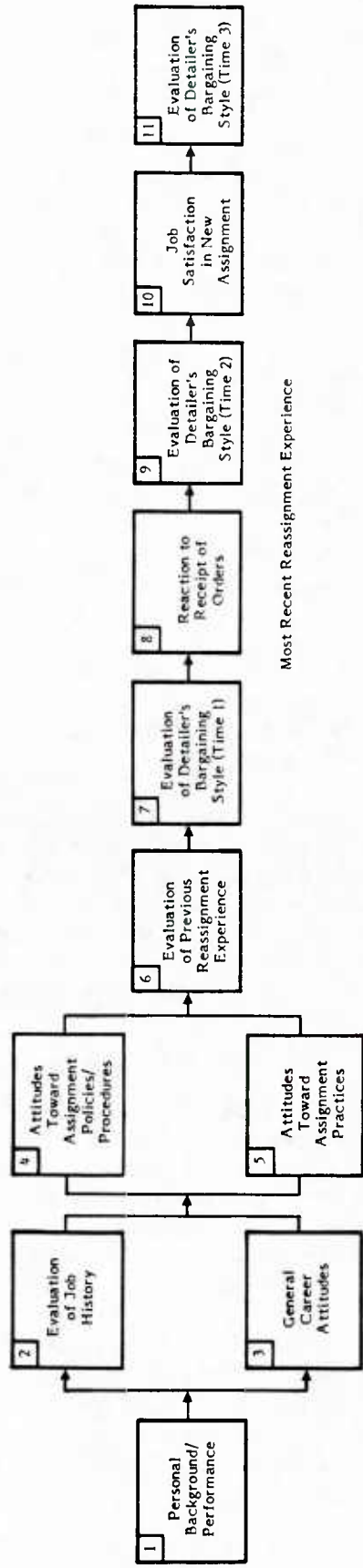


Figure 1. Factors believed to affect constituent's evaluation of detailer bargaining style, with factors listed in order of increasing impact.

temporal contiguity and relational specificity. Temporally proximal domains were those that occurred close in time to when the constituent's perceptions of detailer bargaining style were being formed. Temporally distal domains were more removed chronologically. For example, Reaction to Receipt of Orders is temporally more proximal to the constituent's perception of detailer bargaining style (Time 2) than is Personal Background. Relational specificity referred to the clarity or directness of a domain's relationship with a dependent variable. For example, Attitudes Toward Assignment Practices has a clearer and more direct relationship with a constituent's Evaluation of Detailer's Bargaining Style (all evaluation points) than does General Career Attitudes.

The second hypothesis was the Mediation Hypothesis, based on James' and Brett's (1984) discussion of the properties of mediators. The Mediation Hypothesis stated that the relationship between distal domains and a constituent's evaluation of detailer bargaining style is "mediated" by intervening domains. For example, in Figure 1, the only reason that Personal Background/Performance should be related to Evaluation of Detailer's Bargaining Style (all evaluation points) is because it is related to Evaluation of Job History and General Career Attitudes, which are in turn related to more proximal domains, which are in turn related to the dependent variables. Consistent with James and Brett, if the domains between Personal Background/Performance and the dependent variables were removed, then there should be no relationship between these two sets of variables.

The Proximal-Distal and Mediation Hypotheses are complementary rather than competing hypotheses. The Proximal-Distal Hypothesis simply states that domains can be ordered from high to low according to their presumed explanatory power. Given this ordering, the Mediation Hypothesis states that the relationship between distal domains and the dependent variables is mediated by intervening domains. Both of these hypotheses deal with "antecedent" factors (i.e., the personal attributes, attitudes, etc.) that the constituent brings to negotiations that are presumed to influence perceptions of the detailer.

The Cognitive-Dissonance Hypothesis (the third hypothesis) concerns a "retroactive" factor--job satisfaction in the new assignment--that occurs after negotiations have been completed. The context for this hypothesis is as follows: The constituent has received orders and been in the new assignment long enough to develop a level of job satisfaction. What had been the current detailer now becomes the previous detailer. Given this context, it was hypothesized that if an individual likes (dislikes) their new job, but disliked (liked) the bargaining style of their previous detailer, then the individual would experience "cognitive dissonance," which is unpleasant (Festinger, 1957). To reduce this dissonance, the individual would then change the evaluation of the detailer to a more positive (negative) one; that is, "rewrite history." The arrow drawn in Figure 1 from Box 10 to Box 11 reflects the Cognitive-Dissonance Hypothesis.

Rewriting history is consistent with detailer folklore. That is, it is common for detailers to comment that if constituents receive an unwanted assignment and that assignment subsequently turns out to be a rewarding one, then the constituents remember their detailer in more favorable terms than was originally the case.

Population

The present research was part of a larger research plan (Morrison & Cook, 1985) that focused on the career development of three unrestricted line officer communities. The present research focused on two of those communities: (1) General Unrestricted Line Officers (GenURLs) and (2) Surface Warfare Officers (SWOs). These groups were of

interest because they were reassigned by the same detailing branches, and these branches had expressed a desire to improve their procedures and practices. The GenURL community, which is not as well known as the SWO community, is composed primarily of women. GenURLs are assigned, for the most part, to shore billets in areas such as communications, intelligence, personnel management, data processing, financial administration, and clerical work.

Morrison and Cook recommended that a 20-year period be examined (specifically, commissioning years 1961 through 1980), so as to include the point at which officers became eligible for retirement. The population for the present research was more limited: (1) Captains (CAPTs) were eliminated entirely, because the upper portion of year group 1961 had come into zone for promotion just before the data were collected; (2) ensigns (ENSs) and lieutenants junior grade (LTJGs) were eliminated from consideration if they lacked prior reassignment experience involving negotiations; and (3) officers were excluded if they were not currently involved in negotiations with their detailers (i.e., not in a position where they could render Time 1 evaluations of their detailers; see Figure 1).

GenURLs who had been commissioned through the Nuclear Power Officer Corps (NUPOC) and SWOs who were nuclear-qualified or in training to become qualified were excluded from the population because of the unique career patterns associated with these programs.

Data Sources and Sample

Questionnaires served as the primary source of data. A separate 23-page questionnaire was sent to each community. However, two thirds of the items in each questionnaire were the same for both GenURLs and SWOs. The remaining one third of the items in each questionnaire were developed specifically for the community involved. A 7-point response scale was used for most items, although special formatting was used so that officers could supply performance appraisal information from their "fitness reports."

The number of individuals in each officer community who were mailed a questionnaire proceeded in accordance with the Morrison and Cook (1985) research plan. However, only those officers meeting the present study's population requirements were included in the present report. Consistent with the plan, all GenURLs were mailed a questionnaire because of the relatively small size of the community. For SWOs, commissioning years 1961 through 1976 were included in their entirety because of the relatively small number of officers comprising these years. However, samples were drawn from commissioning years 1977 through 1980 because of the larger number of officers representing those years. A total of 910 and 2,735 usable questionnaires were returned from the respective communities, both totals representing approximately a 45-percent return rate. These returned questionnaires resulted in representative samples for most grades. The one exception was LTJGs, who were underrepresented in both communities. Returns from lieutenant commanders (LCDRs) and commanders (CDRs) exceeded the numbers needed for representativeness.³

³Although the return rate was fairly impressive for a 23-page questionnaire, the possibility of response bias remained. However, it was believed that bias was not a problem for three reasons: (1) Using Cochran's (1977) approach, it was concluded that results could be projected to the relevant populations with a 90-percent level of confidence; (2) no appreciable differences existed between the two officer samples and their respective populations when comparisons were made on demographic and other variables such as relative proportion of promoted and nonpromoted individuals; and (3) the results from previous research using telephone follow-up techniques suggested that perceptions of nonrespondents would not differ appreciably from those of respondents in the present study. (E. Somer, personal communication, 13 November 1986).

For the present research, CAPTs were dropped from the sample, as were ENSs and LTJGs, the latter two grades because they lacked prior experience in negotiating with their detailers for new assignments. Additional officers were dropped if they were not currently negotiating with their detailers, leaving a final total of 208 GenURLs and 789 SWOs.

In addition to questionnaire data, researchers had access to the Officer Master File which contains officers' personnel records. This file was used to obtain background information on variables such as year of commissioning, level of education, and promotion dates.

Scale Development

Questionnaire items were identified, on an a priori basis, as representing a concept from the model (see Figure 1). These items were then analyzed by a principal components procedure to develop subscales (simply called "scales" in the remainder of the report). Factors were orthogonally rotated according to a varimax criterion, and items loading at least .40 were unit weighted and combined into a single scale.

Four of the most important scales were the dependent measures in the research. They all measured the perceived characteristics of detailers at the Time 1 evaluation point; that is, they measured whether detailers were perceived as communicative (1 scale), concerned (2 scales), and credible (1 scale). Scale scores were interpreted thusly: The higher the score, the more integrative the detailer's bargaining style; the lower the score, the more distributive the bargaining style. For example, the higher the score on the scale measuring detailer credibility, the more favorable the constituent's perception of the detailer on this attribute--and, by definition, the more integrative the detailer's bargaining style.

The four dependent variable scales were (1) the Communication Scale (Cronbach alpha = .88, 5 items), (2) the Concern Scale (alpha = .92, 4 items), (3) the Knowledge-of-Officer Scale (alpha = .79, 2 items), and (4) the Credibility Scale (alpha = .81, 2 items). The third scale was similar to the Concern Scale in that it measured the detailer's perceived knowledge of the constituent's needs and desires--but it measured these areas in a more direct fashion. The dependent variable scales are referred to as "bargaining style measures" in the remainder of the report. The items comprising these and other research scales are presented in Appendix A, together with single-item measures.

The correlations among the bargaining style measures ranged from .59 to .80 (see Appendix B for the correlational matrix). Despite the size of these correlations, the bargaining style measures were initially analyzed separately to gain insights into constituents' perceptions of their detailers. However, since bargaining "style" implies an overall pattern of behavior, the measures were combined into a single dependent variable for the final analysis (described later).

One of the independent variable scales should also be mentioned. Performance of the officers (see Personal Background/Performance in Figure 1) was measured by the Quality Index (Holzbach, Morrison, & Mohr, 1980) which yields a single score based on all available fitness reports.

Analysis

The analyses focused exclusively on individuals who were actively negotiating with their detailers. Based on interview data, it was assumed that individuals were actively involved in negotiations if they had contacted their detailer within 9 months of their projected rotation date. Individuals actively involved in negotiations evaluated their detailer's bargaining style from a Time 1 perspective (see Figure 1). Time 2 and Time 3 evaluations will be examined in future research, after the officers have received their orders and acquired experience in their new jobs.

Consistent with our purpose, the following analyses were conducted for the bargaining style measures. First, means and percentages were computed to (1) determine the extent to which officers perceived their detailers as exhibiting integrative or distributive bargaining styles and (2) identify those traits or behaviors that officers believed should be maintained or changed. Second, a multivariate analysis was conducted between each bargaining style measure and the constituent's characteristics upon entering negotiations (i.e., so-called "antecedent" characteristics, such as personal background, that are represented by boxes 1 through 6 in Figure 1). Hierarchical inclusion multiple regression was the multivariate technique used. The following analyses were conducted preparatory to the multiple regression runs:

1. Items and scales were selected from Boxes 1 through 6 when they correlated highly enough (.20+) with a given bargaining style measure to be analyzed further.⁴ Measures that did not meet this minimum requirement were dropped from the research. Those meeting the requirement are referred to as acceptable in the remainder of the report. A cutoff of .20 was chosen based on the belief that accounting for four percent of the variance was the minimum that could be accepted as being practically significant. In the remainder of the report, "domain variable set" is used in place of the clause "all of the items and scales within a domain that correlated acceptably with a given bargaining style measure."

2. Multiple R's were computed between a given bargaining style measure and its domain variable sets. This approach permitted the researcher to gain a general impression of the relative predictive ability of each domain variable set before conducting the hierarchical inclusion multiple regression analysis described below.

3. For each bargaining style measure, intercorrelations among domain variable sets were computed to check for multicollinearity. Either multiple or canonical correlations were computed, depending on the number of acceptable items or scales comprising the domain variable sets.

4. A hierarchical inclusion multiple regression analysis was conducted for each of the bargaining style measures, forcing in domain variable sets in accordance with their proximity to the dependent variable (see Figure 1)--the most proximal first, and so on. Domain variable sets of equal proximity were entered simultaneously. A separate hierarchical inclusion multiple regression analysis was also conducted for the aggregated measure of bargaining style mentioned earlier.

⁴Some qualitative items had skewed response distributions (e.g., 80:20 splits) and were dropped from the research. Normality was not a problem for most continuous variables. A few had to be standardized for parametric analyses.

Crossvalidation analyses were not conducted because (1) a shrinkage formula is adequate as long as an optimal subset of predictors is not being selected, and (2) randomly splitting an existing sample in two as is typically done is inadequate--what is needed are random samples from the population which could not be drawn because of funding limitations--and (3) the research was exploratory.

The multiple regression analysis, in which the antecedent domains served as predictors and the aggregated measure of bargaining style as the criterion, represented the critical test of the model. Other tests were the extent to which the model's hypotheses, such as the Proximal-Distal Hypothesis, were confirmed.

A substantive issue was whether or not results differed between the SWO and GenURL communities. Exploratory analyses indicated that no significant differences existed except for the percentage results computed for the dependent variables. Thus, for all other analyses, the two communities were combined into one sample. Appendix C discusses the issue of community differences further and presents the exploratory results.

RESULTS

Perceptions of Bargaining Style

As Table 2 indicates, constituents tended to perceive their current detailer's bargaining style as integrative. That is, they tended to view their detailers as interpersonally responsive (Communication Scale), sympathetic to their goals (Concern Scale), accurate and honest in their statements (Credibility Scale), and knowledgeable about their desires and needs (Knowledge-of-Officer Scale).

Table 2
Constituent Perceptions of Detailer Bargaining Style

Bargaining Style Measure	Sample Size	Mean ^a	Standard Deviation
Communication	739	4.9	1.6
Concern	836	4.7	1.6
Credibility	876	4.8	1.5
Knowledge-of-Officer	908	5.1	1.4

^aItem response scales varied from 1 (very negative) to 7 (very positive), with 4 being neutral.

Although the constituents' perceptions were generally favorable, some scale behaviors were not rated as highly as others, thereby suggesting where the Navy might direct its efforts at improvement. Table 3 presents the detailer behaviors and traits that compose each scale and the percentage of officers rating each as positive, negative, and neutral.⁵ To help identify areas in need of improvement, a column is also presented that combines the percentage of negative and neutral responses.

Results suggested that the following areas needed to be improved:

1. For the Communication Scale, both officer groups identified the need for detailers to share information more often and to return telephone calls more often than they did. The percentage of negative and neutral responses ranged from 38 to 46 percent on these issues. A significantly smaller proportion of SWOs than GenURLs were satisfied with the extent to which detailers shared information.

2. For the Concern Scale, GenURLs and SWOs cited counseling and the fact that the detailer did not seem to "look out for their best interests." Around 50 percent of both groups responded negatively or neutrally on these issues. A significantly smaller proportion of SWOs than GenURLs perceived detailers as trustworthy.

3. For the Credibility Scale, around 45 percent of each group responded negatively or neutrally regarding the detailer's honesty. There were no significant differences by officer community.

4. For the Knowledge-of-Officer Scale, appreciable numbers of GenURLs criticized the detailer for not knowing their career needs. Over one quarter of GenURLs gave negative responses. GenURLs gave a significantly larger proportion of negative responses and a smaller proportion of positive responses than did SWOs.

Correlates of Perceived Bargaining Style

For all the bargaining style measures, the same domains produced one or more acceptable items or scales. These domains were:

1. Evaluation of Job History (see Figure 1, Box 2).
2. General Career Attitudes (Box 3).
3. Attitudes Toward Assignment Policies/Procedures (Box 4).
4. Attitudes Toward Assignment Practices (Box 5).
5. Evaluation of Previous Reassignment Experience (Box 6).

⁵Item response scales were comprised of 7 points, from 1 (very negative) to 7 (very positive), with 4 being neutral. The values 1 through 3 are referred to as negative responses and 5 through 7 as positive responses in the text and Table 3.

Table 3
Percent of Constituents Rating Detailer
Bargaining Style as Positive, Negative, and Neutral

Bargaining Style Scales and Items	GenURLs				SWOs			
	P	N	NT	N+NT	N+NT	NT	N	P
Communication								
Remembers previous communications	68	17	15	32	38	19	19	62
Returns calls	58	25	17	42	44	18	26	56
Shares information*	62	20	18	38	46	23	23	54
Responds to letters	66	15	19	34	36	20	16	64
Is available	69	15	16	31	39	19	20	61
Concern								
Is trustworthy**	61	17	22	39	48	30	18	52
Looks out for my best interests	54	24	22	46	54	26	28	46
Listens	71	17	12	29	34	20	14	66
Counsels effectively*	47	27	26	53	48	30	18	52
Credibility								
Is honest	56	20	24	44	45	23	22	55
Is accurate	59	18	23	41	36	20	16	64
Knowledge-of-Officer								
Knows needs***	58	27	15	42	28	15	13	72
Knows desires*	80	12	8	20	31	18	13	69

Note. GenURLs = General Unrestricted Line Officers, SWOs = Surface Warfare Officers. P = positive responses, N = negative responses, NT = neutral responses. Item response scales were comprised of 7 points, from 1 (very negative) to 7 (very positive), with 4 being neutral. Values 1 through 3 are referred to as negative responses in the table; and, 5 through 7, as positive responses. Asterisks reflect significant differences between SWOs and GenURLs when comparing distributions of positive, negative, and neutral responses.

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

General Career Attitudes produced the greatest number of acceptable correlations for each bargaining style measure (i.e., the largest "domain variable set"), followed by Attitudes Toward Assignment Practices. A total of 15 acceptable correlations was found, on the average, for each bargaining style measure.

Appendix D presents the number of scales and items that were examined and the number found to be acceptable. The number of acceptable items and scales exceeded chance expectations.

The strongest correlate was an item asking officers if they could depend on the detailing system to find them the job that they wanted (Box 5), the average correlation across the bargaining style measures being .41. Other findings included an average correlation of .37 for an item asking how effective the telephone was as a method for interacting with the detailer (Box 5), .35 for an item measuring satisfaction with detailer tour length (Box 4), and .35 for an item measuring the constituent's overall satisfaction with their previous detailer (Box 6).

No acceptable correlations emerged for Personal Background/Performance (Box 1). In spite of the fact that performance is the most important consideration in reassignment, the average correlation of the Quality Index with the bargaining style measures was .13. While this correlation is statistically significant at the .05 level, it is not significant in any practical sense.

Table 4 presents results regarding the relationship between each bargaining style measure and its five domain variable sets. For domains where only one acceptable item was found (i.e., Attitudes Toward Assignment Policies/Procedures), zero-order r's are reported. Correlations were highest for Attitudes Toward Assignment Practices, while the size of the correlations for the other domains (with a few exceptions) were similar to one another.

Table 4
Correlations Between "Domain Variable Sets" and Bargaining Style Measures (BSMs)

BSMs	Domain Variable Set				
	Evaluation of Job History	General Career Attitudes	Assignment Policy/Procedure Attitudes ^a	Assignment Practice Attitudes	Evaluation of Previous Reassignment Experience
COM	.26	.35	.32	.48	.35
CON	.32	.38	.38	.58	.44
CRED	.37	.35	.39	.56	.40
KOFF	.28	.37	.33	.49	.32

Note. Com = Communication Scale, CON = Concern Scale, CRED = Credibility Scale, and KOFF = Knowledge-of-Officer Scale. Cell N's ranged from 688 to 895. All correlations are significant at the .001 level.

^aAll correlations in this column are zero-order Pearson r's, because only one item under Assignment Policy/Procedure Attitudes served as a predictor. All other correlations are Pearson multiple R's.

Intercorrelations Among Predictor Domains

Intercorrelations among domain variable sets were examined for each bargaining style measure to determine if multicollinearity would be a problem in the hierarchical inclusion multiple regression analysis. Results indicated that it would not be; that is, all obtained correlations were below .80, the standard typically used as the cutoff. The highest correlations (canonical or multiple R's) were in the low .60s between (1) Evaluation of Previous Reassignment Experience and (2) Attitudes Toward Assignment Practices and between (3) Evaluation of Job History and (4) General Career Attitudes. Appendix B presents intercorrelations among domain variable sets for the entire sample.

Multivariate Prediction of Bargaining Style Measures

Table 5 summarizes the results that were obtained from using hierarchical inclusion multiple regression to enter domain variable sets in the order specified by the model. The far right column of Table 5 lists only those domains that added significant sources of unique variance. All multiple R's were significant ($p < .001$) and ranged from .55 to .62.

Table 5
Multiple Regression Results Regarding the Relationship
Between Bargaining Style Measures and Domain Variable Sets

Bargaining Style Measure	N	Multiple R	Multiple R ²	Adjusted R ²	Domains*
Communication	688	.54	.29	.28	a, c, d, e
Concern	771	.64	.40	.39	a, c, d, e
Credibility	804	.62	.39	.38	a, c, d, e
Knowledge-of-Officer	696	.55	.30	.29	a, c, e

Note. All multiple R's were significant at the .001 level.

*a = Evaluation of Job History, b = General Career Attitudes, c = Attitudes Toward Assignment Policies and Procedures, d = Attitudes Toward Assignment Practices, e = Evaluation of Previous Reassignment Experience.

Perhaps more meaningful than the multiple correlations are the "standard error" results obtained (not shown in table). That is, the actual questionnaire response of each officer to a given bargaining style measure fell on a scale from 1 (very negative) to 7 (very positive), with 4 being neutral. The purpose of the correlational techniques is to predict each officer's scale response (1, 2, etc.). Predictions, on the average, were 1.3 scale points away from the officer's actual response for the Communication and Concern Scales; and 1.2 points away for the Credibility and Knowledge-of-Officer Scales.

Another meaningful statistic (see Table 5) is the adjusted R squared. It estimates the amount of criterion variance that would be accounted for in a new sample. Results ranged from .29 to .38 (i.e., from 29 to 38 percent).

The strongest test of the model was the attempted prediction of the aggregated measure of bargaining style. All items and scales that correlated acceptably with at least one of the bargaining style measures were used as predictors in the hierarchical inclusion multiple regression. A multiple R of .65 was obtained ($p < .001$), with a difference of 1.0 scale points, on the average, between a constituent's actual and predicted response. The adjusted R squared was .39. All antecedent domains added a significant amount of unique variance except General Career Attitudes. Preparatory to this multiple regression analysis, independent correlations had been computed between the aggregated bargaining style measure and each of the antecedent domains--the same procedure followed for the individual bargaining style measures. The highest correlations with the aggregated measure were obtained for Attitudes Toward Assignment Practices ($R = .60$), Attitudes Toward Policies/Procedures (a one-item domain variable set, $r = .56$), and Evaluation of Job History ($R = .48$).

Hypothesis Testing

Since the hypotheses dealt with theoretical issues and not management issues (e.g., "where should we direct our resources?"), all correlations were considered important, and not simply those defined elsewhere as "acceptable." To test the Proximal-Distal Hypothesis, the average correlation of a domain's items with a given bargaining scale measure was computed. Then, the average correlation for the domain was computed across all the bargaining style measures. Table 6 presents the average correlations found for all the domains, with the domains presented in order from distal to proximal. The hypothesized ordering of domains was not supported. Consequently, the validity of the Mediation Hypothesis, which depended on confirmation of the Proximal-Distal Hypothesis, could not be examined.

Table 6
Average Correlation Between Each Domain
and the Bargaining Style Measures

Domain	P
Personal Background/Performance (Box 1)	.05
Evaluation of Job History (Box 2)	.26
General Career Attitudes (Box 3)	.15
Attitudes Toward Assignment Policies/Procedures (Box 4)	.20
Attitudes Toward Assignment Practices (Box 5)	.24
Evaluation of Previous Reassignment Experience (Box 6)	.29

Note. Box numbers refer to Figure 1.

DISCUSSION

Overall Impressions of Bargaining Style

Consistent with previous questionnaire research, present results indicated that constituents had a positive overall impression of detailer bargaining style; that is, they viewed it as basically integrative. However, all these studies, including the present one, used rating scales, which are vulnerable to "leniency error" (Kerlinger, 1965). That is, constituents may have evaluated detailers more favorably than they would otherwise do. In addition to leniency error, it may also be axiomatic that officers rate other officers favorably, due perhaps to group cohesiveness, an informal "code of conduct," or other social-psychological factors.

Favorable perceptions may also be method-specific. For example, in contrast to questionnaire studies, Wilcove (in press) found that SWOs identified interaction with detailers as the number one career problem, and GenURLs named it as the number three problem. That study, however, asked individuals to write about their career problems, and open-ended approaches seem to produce a disproportionate number of negative comments. Thus, actual reactions to detailers probably lie somewhere between those suggested by questionnaire and open-ended results.

It is important for the Navy to promote integrative bargaining for the following reasons. The success of negotiations hinges on whether or not the constituent believes in the assignment system. It is the authors' contention that integrative bargaining promotes belief in the system; specifically, the detailer's concern and honesty--two components of integrative bargaining--convince the constituent of the basic fairness of the procedures used to make assignment decisions. In short, constituents conclude that "procedural justice" exists (Folger & Greenberg, 1985, p. 143) and that they can trust the assignment system.

Specific Problem Areas

Some detailer behaviors included in the bargaining style measures were rated less favorably than others, thereby suggesting where the Navy could direct its efforts at improvement. Consider the Concern Scale results. Around 50 percent of SWOs and GenURLs responded in a negative or neutral fashion when asked if their detailers were effective counselors, even though two thirds of both groups believed that their detailers listened. However, detailers might not be in the best position to counsel officers, since their primary responsibility is to fill billets. Perhaps the Navy should educate commands on how to establish their own counseling systems. It would then be the commanding officer's or the department head's responsibility to inform junior officers regarding their chances of receiving a promotion or a career-enhancing billet. Leaving this task to detailers for "middle pack" (average) or "pack minus" (below average) individuals markedly increases the likelihood of distributive bargaining.

Another area measured by the Concern Scale warrants improvement. That is, 46 percent of the GenURLs and 54 percent of the SWOs responded in a negative or neutral fashion when asked if detailers "look out for the constituent's best interests." These results seemed to reflect resentment rather than an enlightened attitude. That is, many officers believe that detailers give equal consideration to organizational requirements and individual preferences, or that the detailer is the constituent's representative and as such

gives top priority to the individual's desires (Morrison, 1983).⁶ Educating the constituent regarding the detailer's primary role should help prevent the development of unrealistic expectations. In addition, fewer constituents will feel betrayed by detailers or view them as dishonest.

An area measured by the Communication Scale should also be improved. That is, 42 percent of the GenURLs and 44 percent of the SWOs responded negatively or neutrally when asked if detailers returned their telephone calls. While this problem is solvable, another one associated with the telephone can only be minimized: "Telephone bargaining" produces less cooperation among participants than does face-to-face interactions (Turnbull, Strickland, & Shaver, 1974, 1976; Wichman, 1970). In short, certain problems are inherent in telephone use, and solutions are difficult. Two options are for constituents to visit their detailers, when possible, and for detailers to improve their ability to discuss available billets when they are on field trips.

The Navy's ability to improve the detailer's interactions with constituents is important for two reasons. First, these interactions represent one of the major interfaces between the organization and the individual. Second, current results suggest that for constituents, the detailer is the assignment system. This conclusion follows from results linking constituents' perceptions of detailer bargaining style with their attitudes toward assignment policies, procedures, and practices.

Correlates of Perceived Bargaining Style

It was contended in the research that the constituents' expectations are correlated with their perceptions of detailer bargaining style. Results were consistent with that position. In addition, since expectations are a contextual variable, results also underscored a deficiency of most bargaining research; that is, it concentrates for the most part on events taking place within the bargaining situation (Putnam & Jones, 1982).

None of the variables under Personal Background/Performance yielded acceptable correlations. It had been expected that high performers would have more favorable perceptions of detailers than other personnel, because it was assumed that detailers assign them to the most prestigious billets. Conversations with the junior officer detailing branch⁷ indicated that the Navy does indeed make every attempt to assign top performers to top billets. Assuming this goal is met most of the time, why aren't top performers more satisfied than they are with detailers? First, they may falsely believe that they are not receiving top billets. For example, the authors knew of an officer who was upset over the prospect of becoming a flag's aide, which the Navy considers a very prestigious position. Second, top performers may expect to be spared the frustrations encountered by other officers. This expectation, however, is unrealistic given the constraints under which the detailing system functions.

⁶G. L. Wilcove and R. F. Morrison, interviews conducted with GenURLs and SWOs, January 1982.

⁷G. L. Wilcove, conversations with SWO and GenURL Junior Officer Detailing Branch (Naval Military Personnel Command, NMPC-41), September 1985.

Usefulness of Conceptual Model

Multiple regression results suggest that the model was useful for explaining officers' perceptions of detailer bargaining style. However, since the Proximal-Distal Hypothesis was not confirmed, the model's domains, rather than their sequencing, account for the model's usefulness. One problem in particular characterized the model's ordering of domains. It was falsely assumed that Evaluation-of-Job-History (EJH) items measure job satisfaction, which conceptually is only weakly related to the constituent's evaluation of the current detailer. Instead, EJH items apparently measure the constituent's overall reaction to previous detailer decisions, which conceptually is strongly related to the constituent's evaluation of the current detailer. Thus, EJH items correlated much more highly with the dependent variables than had been expected.

In future research, domains should be reordered, based on present study results and conceptual considerations, and the Proximal-Distal Hypothesis should be retested. If this hypothesis is confirmed, then the Mediation Hypothesis should also be examined.

Longitudinal Research

In July and August 1986, officers who had not attrited, retired, or switched designators received a second questionnaire, which produced repeated-measures data. One of the major advantages of this approach is the opportunity to conduct dynamic analyses. Thus, it may be possible to determine if policy changes have affected officers' attitudes toward detailers. A change in policy that may have a significant impact on the results of this research is that GenURLs now detail most of their own community, a function performed previously by SWOs. A repeated-measures approach also has other advantages. For example, with a second wave of data, reactions to the detailer will have been measured previous to, and subsequent to, actual assignment. In addition to longitudinal considerations, the second wave of data will permit testing of the Cognitive-Dissonance Hypothesis.

CONCLUSIONS

1. Based on officer perceptions, it seems that some of the "counseling" that detailers do could be handled better by others.
2. Detailers probably need to improve and expand their "counseling" capabilities in particular areas.
3. Detailers are not returning telephone calls as often as constituents would like, and this perceived nonresponsiveness probably adversely affects detailer-constituent relationships.
4. A large minority of officers perceive the detailer as dishonest or have mixed feelings on this issue. Data were not collected on the reasons behind such findings (possibilities include actual dishonesty, miscommunication, misinterpretation, or a combination of factors).
5. Appreciable numbers of officers may be unclear on the policy regulating whether billet quotas or constituent preferences should receive top priority by detailers.

6. Constituents perceive little relationship between their fitness reports and (a) how they are treated by their detailers and (b) the caliber of assignments they receive.

RECOMMENDATIONS

1. Since the primary responsibility of detailers is to fill billets, other individuals should "counsel" officers on career matters. In particular, the Navy should provide guidelines so that commanding officers can establish "counseling systems" for their personnel. As part of these systems, it should be the commanding officer's or the department head's responsibility to inform junior officers on their chances of receiving a promotion or a career-enhancing billet, rather than leaving this task to detailers.

2. Although local commands may represent the best resource for officers needing "counseling," detailers should improve their capabilities for discussing available billets with officers when they go on field trips.

3. Detailer field trips and command counseling systems should be used to teach officers how to prepare for and interact with detailers. A pertinent question is whether these educational efforts should be specially tailored for each grade. It may be that a one-time educational experience is sufficient, if directed toward first-tour officers who are 1 year away from their projected rotation dates.

4. Additional data should be collected regarding the frequency with which detailers return telephone calls. If a problem still exists, steps should be taken to solve it. Returning telephone calls is one way that detailers can show they are concerned about constituents.

5. Research should be undertaken to identify the primary determinants of perceptions that detailers are dishonest.

6. Officers should be reeducated on the official priorities of detailers; that is, that a detailer's primary responsibility is to fill billets and not to act as the officer's representative. Unrealistic expectations on the part of constituents could thereby be minimized. In addition, fewer constituents will feel betrayed by detailers or view them as dishonest.

7. There should be a change in the policy that requires detailers to tell officers that no billet contributes more than any other to an officer's career and that how the officer performs is the key. This approach causes detailers to lose credibility in the eyes of their constituents and may account for why top performers do not rate detailers any higher than they do; that is, they are often unaware that their assignments are viewed as critical by the detailer and commanding officer. In addition, if "all billets are the same," then there is no reason for constituents to thank their detailers for the assignments they receive or for the efforts expended by detailers on their behalf.

8. The above recommendations should be incorporated, where appropriate, into detailer training sessions. In addition, these sessions should be responsive to future research results. In future research, detailers should be observed directly, in an attempt to identify the behaviors that facilitate effective and considerate negotiations. In addition, the dynamics and characteristics of "telephone bargaining" should be studied in an attempt to minimize the special problems posed by this form of interaction.

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APPENDIX A
RESEARCH MEASURES

RESEARCH MEASURES

Personal Background/Performance (Box 1)¹

Quality Index measuring performance, commissioning year, grade, number of duty stations assigned to thus far in person's career, whether person has exceeded their MSR (minimum service requirement), whether person has exceeded the 10-year point in their career, educational level, age, marital status (single, married with children, married without children), sex, race, ethnic group, officer community, AQDs (additional qualification designators; SWOs only), desire to remain geographically stable, self-esteem scale (Rosenberg, 1979) (Cronbach alpha = .82).

Evaluation of Job History (Box 2)²

1. "What is your evaluation of the following aspects with regard to a Navy career?" (scale from very negative to very positive):

Assignments received.

2. "Do you feel the billets you have received reflected your experience and past performance?" (scale from "definitely do not" to "definitely do").

General Career Attitudes (Box 3)

Career satisfaction scale (alpha = .86) and organizational commitment scale (Porter, Steers, Mowday, & Boulian, 1974; alpha = .87).

Five scales concerned with the opportunity to obtain various job conditions in the Navy versus the civilian sector: opportunity for growth (alpha = .83), opportunity for desirable social relationships (alpha = .45), job stress (alpha = .40), family stability (alpha = .48), and benefits (alpha = .45).

How attractive are the SWO and GenURL career paths; "Does the Navy want you to continue your career as an active duty naval officer?"; career intent (Bridges, 1969).

Advancement motivation--items concerned with officer's decision on whether or not to strive for CAPT, flag, sea command (SWO questionnaire only), and command (GenURL questionnaire).

"How does your spouse feel toward your Navy career?" (scale from "completely opposed" to "completely supportive").

Individual items measuring satisfaction with sea and shore billets in the Navy.

¹See Figure 1 in the Method section of the report for graphical presentation of domains and the boxes used to represent them.

²Unless otherwise indicated, items mentioned in this appendix were answered using a 7-point Likert-type response scale.

Attitudes Toward Assignment Policies/Procedures (Box 4)

"What is your evaluation of the following aspects with regard to a Navy career?"
(scale from very negative to very positive):

- Continuity of detailers.
- Change of billets at 2-3 year intervals.
- Possibility of change of geographic location with billet changes.

General Attitudes Toward Assignment Practices (Box 5)

"I cannot depend on the detailing system to find me the job that I want."

"How effective do you feel each is as a method of interacting with your detailer: the preference card, the telephone?" (5-point scale).

"When you are completing your Officer Preference Card, do you have a good idea of available billets for which you would be fully competitive?"

"My community uses an informal network to keep tabs on officers for the best assignments."

"Officers in other communities get the billets which contribute most to their naval careers."

Evaluation of Previous Reassignment Experience (Box 6)

"Which one of the following statements best describes your experience in obtaining your current assignment?"

1. Tended to be a completely hopeless situation. No amount of effort on my part or by others was successful in influencing the system.
2. Tended to be a frustrating, anxiety-producing experience. Only through the intervention of senior officers, or extreme efforts on my part, did I receive a satisfactory or acceptable assignment.
3. Tended to be a very difficult, unhappy experience. However, I eventually received a satisfactory or acceptable assignment.
4. Tended to run smoothly, but there was a certain amount of uncertainty and discussion with my detailer along the way.
5. Tended to run smoothly--my detailer located an acceptable billet relatively quickly."

"Using the scale below, assess the acceptability of your current assignment in comparison with what was expressed on your preference card: a. location, b. type billet, and c. type activity."

A scale ($\alpha = .75$) was created by averaging responses to a to c.

Evaluation of Detailer's Bargaining Style (Boxes 7, 9, 11)³

The items presented below asked officers to evaluate their current detailer. Items are presented first; then, they are combined into bargaining style measures: the Communication Scale, the Concern Scale, the Credibility Scale, and the Knowledge-of-Officer Scale.

"What is your evaluation of your current detailer in the following areas?"

- a. Knowledgeable of my career development needs.
- b. Knowledgeable of my personal desires.
- c. Returns telephone calls.
- d. Shares information.
- e. Knowledgeable of previous communications.
- f. What (s)he says can be trusted.
- g. Looks out for my best interests.
- h. Listens to my problems, desires, needs, etc.
- i. Provides useful career counseling.
- j. Responds to correspondence.
- k. Availability.
- l. Honesty.
- m. Accuracy.

Items a through m were grouped into four scales: Communication (c, d, e, j, k; alpha = .88), Concern (f-i; alpha = .92), Credibility (l, m; alpha = .81), and Knowledge-of-Officer (a, b; alpha = .79).

Reaction to Receipt of Orders (Box 8)⁴

Individual satisfaction items concerned with amount of advance informal and formal notification time received about upcoming orders.

Number of days in advance received informal and formal notification.

"With respect to my most recent transfer, I was promised one type of duty or duty station location, and it was changed in the orders I received just before I transferred" (yes, no, other).

Item asking if detailer indicated that orders were being forwarded, but they were not received in a timely fashion (yes, no, other).

Days of lead time available to make travel arrangements and household effects shipment.

³Boxes 9 and 11 (i.e., Time 2 and Time 3 constituent evaluations of detailer's bargaining style) will be measured in upcoming research.

⁴This domain will be measured in upcoming research.

Job Satisfaction in New Assignment (Box 10)⁵

A scale measuring satisfaction with geographical location. And, four additional scales created from:

"What is your evaluation of the following aspects of your present job and related duties?" (14 aspects will be presented) AND

"Overall, how do you evaluate this tour in terms of the command, type duties, peers, superiors, and immediate subordinates?"

The four scales will measure: (1) growth opportunities, (2) job demands and pressures, (3) interpersonal relationships on the job, and (4) satisfaction with the chain of command.

⁵This domain will be measured in upcoming research.

APPENDIX B
CORRELATIONAL MATRICES

Table B-1
Intercorrelations Between
Bargaining Style Measures (Dependent Variables)

Variable	1	2	3	4
1. Knowledge	--	.70	.80	.59
2. Communication	--	--	.75	.59
3. Concern	--	--	--	.70
4. Credibility	--	--	--	--

Note. N's vary from 665 to 895. All correlations are zero-order Pearson r's significant at the .001 level.

Table B-2
Intercorrelations Between
Domains (Independent Variables)

Variable	1	2	3	4	5
1. Job History	--	.61	.36	.56	.48
2. Career attitudes	--	--	.29	.52	.38
3. Policies and procedures	--	--	--	.37	.29
4. Practices	--	--	--	--	.63
5. Previous reassignment experiences	--	--	--	--	--

Note. N's vary from 665 to 895. All correlations are canonical, except those involving Policies and Procedures (a one-domain item), which were Pearson multiple R's. All are significant at the .001 level.

Table B-3
Correlations of Domains
with Bargaining Style Measures (BSMs)

BSM	Domain				
	Job History	Career Attitudes	Policies & Procedures ^a	Practices	Previous Reassignment Experience
Communication	.26	.35	.32	.48	.35
Concern	.32	.38	.38	.58	.44
Credibility	.37	.35	.39	.56	.40
Knowledge	.28	.37	.33	.49	.32

Note. N's vary from 665 to 895. All correlations are significant at the .001 level.

^aAll correlations in this column are zero-order Pearson r's, because only one item under Policies and Procedures served as a predictor. All other correlations were Pearson multiple R's.

APPENDIX C
COMMUNITY DIFFERENCES

COMMUNITY DIFFERENCES

In attempting to understand the factors that account for officers' perceptions of their detailers, a substantive issue was whether or not differences existed between the GenURL and SWO communities, or, in methodological terms, whether or not analyses should be conducted separately by community or by one overall analysis. The same questions existed with respect to grade. When different results are obtained depending on the particular level of a variable involved, then the variable (such as grade or community) is termed a "moderator" variable.

Community was perceived as a potentially important variable, because SWOs and GenURLs differ in educational background, billet assignments, and career patterns. In addition, most GenURLs are women and most SWOs are men. Grade was potentially important for three reasons: (1) It is a surrogate for age, career stage, life stage, naval experience, etc., which in turn may be related to the research's dependent variables; (2) the two officer communities vary markedly in the relative portion of officers at junior and senior levels; and (3) policy changes do not necessarily apply to all grades.

The main methodological issue was whether or not the hierarchical inclusion multiple regression analyses should treat community and grade as separate predictors. To resolve this issue, zero-order correlations were computed between the dependent variables and community and between the dependent variables and all the predictor variables (including grade), separately by community. Differences in the correlations obtained for the two communities were then tested for significance.

The correlations between community and the dependent variables (i.e., the bargaining style measures) ranged from $-.02$ to $.16$, which were insignificant in a practical sense. A difference of $.15$ points was needed between the correlations of the two communities for significance. The number of instances meeting this requirement was at a chance level. In addition, the correlations between grade and the bargaining style measures varied between $-.01$ to $.13$ for the two communities; again, practically insignificant values.

In conclusion, results suggested that community and grade were not important moderators of the relationship between the bargaining style measures and the predictors examined in the research. Thus, SWOs and GenURLs were combined into one sample for the hierarchical inclusion analyses and those leading up to them (e.g., correlational matrices).

APPENDIX D
VARIABLE REDUCTION SUMMARY

VARIABLE REDUCTION SUMMARY

Table D-1 presents the number of scales and single-item measures that were examined to determine if they were "acceptable"; that is, if they correlated at least .20 with one of the four bargaining style measures. The variables represented in the table correlated acceptably with all of the bargaining style measures, with the exception of one item which correlated with two of the four measures.

The table is read as follows: The first column indicates the number of scales that were initially examined for a given domain to determine if they were acceptable; the second column, the number of single-item measures. The third column gives the number of scales for the domain that proved to be acceptable; the fourth column, the number of single-item measures. The totals at the bottom of the table indicate that, of 10 scales, 6 proved to be acceptable; and, of 34 items, 11 proved to be acceptable. Both results exceeded chance expectations.

Table D-1

Number of Usable Variables within a Domain

Domain	Variables			
	Original		Usable	
	Scales	Items	Scales	Items
Background/Performance	2	14	0	0
Job History Evaluation	-	2	-	2
Career Attitudes	7	9	5	3
Assignment Policy Attitudes	-	3	-	1
Assignment Practice Attitudes	-	5	-	4
Evaluations of Prior Reassignment Experiences	1	1	1	1
Totals:	10	34	6	11

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