

3-22-2012

An Analysis of the Impact of Job Search Behaviors on Air Force Company Grade Officer Turnover

Teri M. Hunter

Follow this and additional works at: <https://scholar.afit.edu/etd>

Part of the [Human Resources Management Commons](#)

Recommended Citation

Hunter, Teri M., "An Analysis of the Impact of Job Search Behaviors on Air Force Company Grade Officer Turnover" (2012). *Theses and Dissertations*. 1213.

<https://scholar.afit.edu/etd/1213>

This Thesis is brought to you for free and open access by the Student Graduate Works at AFIT Scholar. It has been accepted for inclusion in Theses and Dissertations by an authorized administrator of AFIT Scholar. For more information, please contact richard.mansfield@afit.edu.



**AN ANALYSIS OF THE IMPACT OF JOB SEARCH BEHAVIORS ON AIR
FORCE COMPANY GRADE OFFICER TURNOVER**

THESIS

Teri M. Hunter, Captain, USAF

AFIT/LSCM/ENS/12-06

**DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY**

AIR FORCE INSTITUTE OF TECHNOLOGY

Wright-Patterson Air Force Base, Ohio

APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED

The views expressed in this thesis are those of the author and do not reflect the official policy or position of the United States Air Force, Department of Defense, or the United States Government.

AFIT/LSCM/ENS/12-06

**AN ANALYSIS OF THE IMPACT OF JOB SEARCH BEHAVIORS ON AIR
FORCE COMPANY GRADE OFFICER TURNOVER**

THESIS

Presented to the Faculty

Department of Operational Sciences

Graduate School of Engineering and Management

Air Force Institute of Technology

Air University

Air Education and Training Command

In Partial Fulfillment of the Requirements for the
Degree of Master of Science in Logistics and Supply Chain Management

Teri M. Hunter, BS

Captain, USAF

March 2012

APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED

**AN ANALYSIS OF THE IMPACT OF JOB SEARCH BEHAVIORS ON
AIR FORCE COMPANY GRADE OFFICER TURNOVER**

Teri M. Hunter, BS

Captain, USAF

Approved:

//signed//
Sharon G. Heilmann, Lt Col, USAF (Advisor)
Assistant Professor of Logistics and Supply Chain Management

24 April 2012
Date

//signed//
Dr. Darryl K. Ahner (Member)
Director, Center for Operational Analysis

24 April 2012
Date

Abstract

The study assesses actual turnover behavior of Air Force Company Grade Officers (CGO) through a 17-month period. The study separated passive job search, as behaviors that demonstrate a search for information to form an employment goal, and active job search, as behaviors that demonstrate commitment to pursuing an employment goal. The study explores different groups, theorized to represent increasing levels of knowledge and experience gained through the job search process, finding those just beginning the process explain the least amount of variance in intent to turnover, yet explain the greatest amount variance in actual turnover. Those near the end of the job search process explain the greatest amount of variance in intent to turnover, yet the least amount of variance in actual turnover. Models using general job search were compared to models using passive and active job search, with passive job search explaining as much variance in intent to turnover as general job search and active job search explaining more variance in actual turnover than general job search. Results indicate that CGOs who left the Air Force performed more active and passive job search behaviors than those who stayed. The study also finds that increased levels of organizational commitment predict more actual turnovers, an unexpected finding.

Acknowledgments

I would like to express my sincere appreciation to my faculty advisor, Lt Col Sharon Heilmann for her guidance, support, and patience throughout the course of this thesis effort.

Teri M. Hunter

Table of Contents

| | Page |
|----------------------------------|------|
| Abstract | iv |
| Table of Contents | vi |
| List of Figures | viii |
| List of Tables | ix |
| I. Introduction | 1 |
| General Issue | 1 |
| The Research | 2 |
| II. Literature Review | 4 |
| Turnover | 4 |
| Intent to Turnover | 12 |
| Job Search | 13 |
| Job Attitudes | 19 |
| Organizational Commitment | 19 |
| Job Satisfaction | 21 |
| Individual Characteristics | 24 |
| III. Methodology | 26 |
| Procedures | 26 |
| Participants | 27 |
| Measures | 30 |
| Turnover | 30 |
| Intent to Turnover | 30 |
| Job Search | 31 |
| Active Job Search | 31 |

| | |
|--|-----|
| Passive Job Search..... | 34 |
| Organizational Commitment | 35 |
| Job Satisfaction..... | 35 |
| Control Variables..... | 36 |
| IV. Analysis and Results..... | 37 |
| Descriptive Information..... | 37 |
| Hypothesis One..... | 38 |
| Hypothesis Two | 42 |
| Exploratory Analysis | 49 |
| Organizational Commitment | 49 |
| Passive and Active Job Search | 50 |
| V. Conclusions and Recommendations | 61 |
| Discussion..... | 61 |
| Limitations..... | 69 |
| Recommendations for Future Research..... | 72 |
| Summary..... | 73 |
| Appendix A: Status of Forces Survey (SOFS) of Active Duty Members Long-Term Content Plan..... | 76 |
| Appendix B: August 2008 Status of Forces Survey for Active Duty Members | 77 |
| Appendix C: Job Search Behavior Classification Tool | 107 |
| Appendix D: Hierarchical Regression Analysis with Standardized Beta Coefficients .. | 108 |
| Appendix E: Group Hierarchical Regression Analysis with Standardized Beta Coefficients | 109 |
| Appendix F: Group Exponentiated Betas and Probabilities of Leaving the Air Force .. | 110 |
| Bibliography | 110 |
| Vita | 118 |

List of Figures

| | Page |
|---|------|
| Figure 1: Mobley's (1977) employee turnover decision process | 9 |
| Figure 2: Sager, Griffeth, & Hom (1998) Revised Mobley model (simplified) | 10 |
| Figure 3: Bluedorn's (1982) unified model of turnover | 11 |
| Figure 4: Steel's (2002) Job Search and the Turnover Research Process | 15 |
| Figure 5: Placement of passive and active job search..... | 18 |
| Figure 6: Modified model with passive and active job search..... | 23 |
| Figure 7: Four groups along the job search process | 51 |

List of Tables

| | Page |
|--|------|
| Table 1: Rotated Factor Matrix of Job Search Behaviors..... | 33 |
| Table 2: Descriptive Statistics and Correlations for all Variables..... | 38 |
| Table 3: Active and Passive Job Search with Intent and Actual Turnover Means | 39 |
| Table 4: Exponentiated Betas and Probabilities of Leaving the Air Force..... | 48 |
| Table 5: Correlations and Descriptive Statistics for Low Passive Job Search | 53 |
| Table 6: Correlations and Descriptive Statistics for High Passive Job Search..... | 55 |
| Table 7: Correlations and Descriptive Statistics for Low Active Job Search..... | 57 |
| Table 8: Correlations and Descriptive Statistics for High Active Job Search | 59 |

AN ANALYSIS OF THE IMPACT OF JOB SEARCH BEHAVIORS ON AIR FORCE COMPANY GRADE OFFICER TURNOVER

I. Introduction

General Issue

On January 26, 2012, Air Force Chief of Staff General Norton Schwartz acknowledged the Air Force's contributions to the new Defense Department strategy, a plan to trade size for quality in light of future constrained budgets, by saying, "We will be a smaller but superb force that maintains our agility, our flexibility and readiness to engage a full range of contingencies and threats" (Williams Jr., 2012). To achieve this smaller force, the Air Force plans to reduce the total force end strength by 10,000 personnel.

For Airmen who have served in the Air Force since 2005, this is yet another round of personnel programs designed to reduce personnel. Force shaping has become part of the landscape of military service. The recent history of force management programs started much like this current effort, with the announcement of a reduction in end strength. In 2005, the Air Force announced it needed to reduce its end strength by 40,000 personnel. This was achieved by incentivizing voluntary separations, through Voluntary Separation Pay and Selective Early Retirement Boards for officers (Gibson, 2009). Next the first involuntary force shaping boards convened in April 2006, targeting overage officer year groups and career fields. Overall, the force shaping efforts from Fiscal Year 2004 to Fiscal Year 2008 overwhelmingly targeted officers, reducing a total of 4,553 in that timeframe (Gibson, 2009). On June 9, 2008, the Secretary of Defense terminated all force shaping programs, despite not meeting the expected end strength target of 316,000

active duty personnel (Duehring & Newton III, 2009). As of January 31, 2009, the actual end strength was 329,651 active duty personnel (Duehring & Newton III, 2009).

The landscape of military service during that time likely shaped the attitudes and behaviors of Airmen who served, and remained, on active duty. Periodic surveys are designed to capture perceptions and intentions of all military members. What attitudes, behaviors and intentions might have been revealed for Air Force officers who took a periodic survey after the Secretary of Defense terminated all force shaping programs?

Given the force shaping efforts prior to June 2008, these officers likely represent the quality the Air Force desires to retain in its officer corps. Examining the perceptions and intentions among those who eventually left the Air Force, not as part of a force shaping program, as well as those who remained, may reveal attitudes and behaviors different than previous surveys collected.

The Research

This research effort focuses on job attitudes, behaviors, and intentions among Air Force active duty Company Grade Officers (CGO) who responded to the August 2008 survey. CGOs were selected because they represent the civilian equivalent of mid-level managers. This research includes actual turnover that occurred within 17 months after completing the survey (August 2008 through December 2009).

A recent meta-analysis found that military samples moderate, or lessen, the predictive power of intention on turnover, as well as suggesting that behavior may predict turnover better than intention (Griffeth, Hom, & Gaertner, 2000). To this end, job search behavior will form the core of this research effort. Job search is generally thought of as a

withdrawal behavior, and has found support as coming before an individual makes the decision leave an organization (Bluedorn, 1982), and also as coming after that decision is made (Holtom, Mitchell, Lee, & Eberly, 2008).

Job search behaviors change over time (Saks & Ashforth, 2000) and are conceptualized as a “time-lapse process” (Steel, 2002: p. 357). The purpose of this study is to explore job search behaviors, along with other antecedents that best predict turnover. To better understand job search behaviors, this research effort will separate job search into passive and active phases, using the DMDC survey measure. It is anticipated that this separation will assist in understanding the perceptions and intentions among Air Force CGO’s, as collected in the August 2008 survey.

With the current announcement by the Air Force Chief of Staff to reduce 10,000 total force personnel, a better understanding of the attitudes, behaviors, and intentions could be the key to retaining the quality officers the Air Force needs in its future smaller, but superb force.

II. Literature Review

Turnover

This review will focus on six proximal antecedents, as discussed in the most recent turnover meta-analysis to be the best predictors of turnover (Griffeth, Hom, & Gaertner, 2000). Those antecedents, or predictors, are job satisfaction, organizational commitment, job search, comparison of alternatives, withdrawal cognitions, and quit intentions. This literature review focuses on the prevailing turnover models that best conceptualize the relationship between those antecedents and turnover.

Turnover is thought of as the movement of individuals across organizational boundaries (Price, 2001). This concept involves both entries and exits. Entries are not the focus of this research; exits can be characterized as functional or dysfunctional. Functional exits are the level of employee exit that is healthy for an organization and within its ability to handle (Lucas, Whitestone, Segal, Segal, White, & Mottern, 2009). Turnover beyond that level is characterized as dysfunctional. Most research focuses on exits from an organization and treats these exits as dysfunctional.

Exit turnover is either voluntary or involuntary. Involuntary turnover is at the discretion of the employer; voluntary turnover is at the discretion of the employee. Voluntary turnover is the one variable that can conceptually connect an individual's experiences within an organization to the critical measures of that organization's success (Holtom, Mitchell, Lee, & Eberly, 2008). That conceptual link makes studying voluntary turnover a worthwhile effort for organizations.

Often, conceptual links may not be enough to generate attention to a potential issue, but putting it in terms of money can. When an individual leaves an organization, a

replacement usually is required. New members must be recruited, trained, and taught to be proficient to at least to the level represented by the employee loss and orient themselves to the organization's culture (Holt, Rehg, Lin, & Miller, 2007). The April 20, 1998 *BusinessWeek* reported that, of 206 companies, the annual per-person cost of turnover for 55% was less than \$10,000, and 21% was over \$30,000 (McNatt & Light, 1998). Cascio (2000) developed a detailed turnover costing method that calculates total costs using separation, replacement and training costs, including separation pay, administrative functions, job advertisement, interviews and backgrounds checks, and formal and informal training. A health care industry example calculated total turnover costs for replacing 288 employees per year to be over \$2,888,295 when all sources of costs were analyzed, averaging \$10,028 per employee (Cascio, 2000). A study on voluntary employee turnover costs for public parks and recreation agencies used Cascio's (2000) method, added indirect separation costs like the loss of productivity and overtime of existing staff, and found that separation costs were two to three times as high as replacement costs (McKinney, Bartlett, & Mulvaney, 2007).

Understanding why members leave can be important for military organizations as well. Voluntary turnover in the military incurs costs as well, with an estimate of over \$300 million annually to screen and provide basic training skills to all Air Force officers (Holt, Rehg, Lin, & Miller, 2007). In addition, the military must maintain the ability to perform its mission, the support of national defense. Military units must maintain the ability to respond to tasking orders with little or no notice, including deployment operations. These abilities collectively represent unit readiness. As Mitchell et al., (2001) state, "departing employees often take with them valuable knowledge and

expertise gained through experience.” The impact of voluntary turnover on unit readiness is not likely to be accurately assessed, as critical implicit knowledge is never calculated (Holtom, Mitchell, Lee, & Eberly, 2008). Military personnel seem able to translate terminate decisions into actual leaving more readily than civilians do (Griffeth, Hom, & Gaertner, 2000). This may be due to the contractual nature of military employment for service members, as the end of military service commitment is known. This potential difference between military and civilian populations is worth noting.

Holtom, Mitchell, Lee, and Eberly provided an in-depth state of the field of voluntary employee turnover in 2008. This review of research summarized relevant relationships in three historical periods: pre-1985, between 1985 and 1995, and 1995 to the present (as published in 2008). The implications are that the field of research is more diversified than ever before, with more constructs and less theoretical consensus. Yet the amount of overall variance in turnover explained remains relatively small (Holtom, Mitchell, Lee, & Eberly, 2008). Several trends were discussed, with emphasis on the temporal aspect of emerging research that scrutinizes cognitive changes individuals experience as they go through the process of job search (Holtom, Mitchell, Lee, & Eberly, 2008).

Discussions of turnover often begin with the theory of organizational equilibrium, which balances employee contributions and organization inducements (March & Simon, 1958). An employee continues employment with an organization as long as they perceive the inducements to be greater than the contributions, and that requires balancing perceived desirability of movement with perceived ease of movement (March & Simon, 1958). Desirability of movement reflects an employee’s dissatisfaction with their job;

more dissatisfaction increases the desire to move, or leave, the organization (March & Simon, 1958). Ease of movement is considered a function of economic activity, number of organizations visible to the employee, and their personal characteristics (Griffeth, Steel, Allen, & Bryan, 2005), and is now typically labeled perceived alternatives (Holtom, Mitchell, Lee, & Eberly, 2008). When an employee experiences job dissatisfaction, and perceives alternate jobs are available for them, the organization's inducements may no longer be greater than the employee's contributions. This imbalance could result in voluntary employee turnover.

In 1977, Mobley introduced a heuristic model of linkages, beginning with an individual's job dissatisfaction and leading to their quitting the organization (turnover). This detailed model explored how other intermediate variables might affect the satisfaction-turnover relationship (Mobley, 1977), to address the need for more emphasis on the psychology of the withdrawal process (Porter & Steers, 1973). Mobley (1977) theorized that the withdrawal decision process begins with an individual evaluating their existing job, and experiencing job dissatisfaction, (A) and (B) in Figure 1. As discussed, job dissatisfaction increases the desire to leave an organization, and a possible consequence is introduced as thinking of quitting, labeled (C) (Mobley, 1977). Thinking of quitting leads to the next step in Mobley's (1977) model of intermediate linkages, the evaluation of the expected utility of search and cost of quitting, marked (D). The individual takes into account the perceived ease of movement that March and Simon (1958) introduced (Mobley, 1977), and evaluates factors associated with that, such as the current economic environment. If the factors are determined to not be in the individual's favor, they may reconsider the contribution-inducement balance and result in a positive

change of job satisfaction (Mobley, 1977). If those factors are in the individual's favor, the model continues the withdrawal process with the intention to search for alternatives, and actual search, (E) and (F) in Figure 1 (Mobley, 1977). Again, a reevaluation may occur, when the individual assesses the information the search revealed. If no acceptable alternatives are found, the individual may reevaluate earlier decisions in the process, such as the expected utility of search, the existing job, and their job satisfaction (Mobley, 1977). If acceptable alternatives are found, then the process continues with evaluation of those alternatives and comparing them to the present job, (G) and (H) (Mobley, 1977). If this evaluation favors the alternative, it signals the behavioral intention to quit, and leave the organization, (I) and (J) (Mobley, 1977). If it favors the present job, another reevaluation of earlier decisions takes place. The individual must decide whether or not to continue the search, the expected utility of it, the existing job, and their job satisfaction (Mobley, 1977).

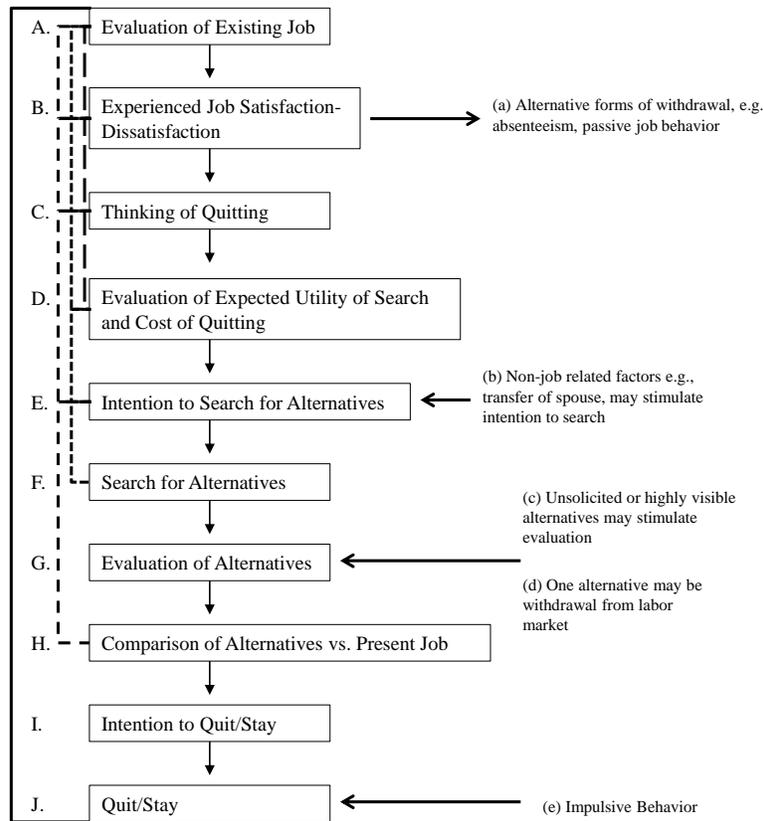


Figure 1: Mobley's (1977) employee turnover decision process

The value of Mobley's (1977) intermediate linkages model is how it guides the reader through the cognition, behaviors, and intentions involved in an individual's withdrawal decision process, and specifically to this research effort, the theoretical series of evaluations that job search information contributes to perceived alternatives. As Mobley notes, "There may well be individual differences in the number and sequence of steps...in the degree to which the process is conscious..." (Mobley, 1977, p. 239). At several points in the model, the individual reevaluates decisions about continuing the withdrawal process. This cyclic feedback loop takes into account that a variable (i.e., job satisfaction) may be affected at a later time by another variable (i.e., search for

alternatives) that occurs causally after the subject variable (Hom, Griffeth, & Sellaro, 1984). These variables need to be measured at different points in time to fully examine the cyclic nature, but empirical research on the theorized intermediate linkages model cast doubt on the placement of intention to quit in relation to intention to search (Hom & Griffeth, 1991; Hom, Griffeth, & Sellaro, 1984). Specifically, a revised version of Mobley's (1977) model, aimed at understanding withdrawal process cognitions, found support that thinking of quitting leads to the intent to quit, leading to the intent to search, and finally, to turnover, as shown in Figure 2 (Sager, Griffeth, & Hom, 1998). Job search behaviors follow the intention to search, and the success of the search may mediate the effect of intention to quit on turnover (Hom, Griffeth, & Sellaro, 1984).

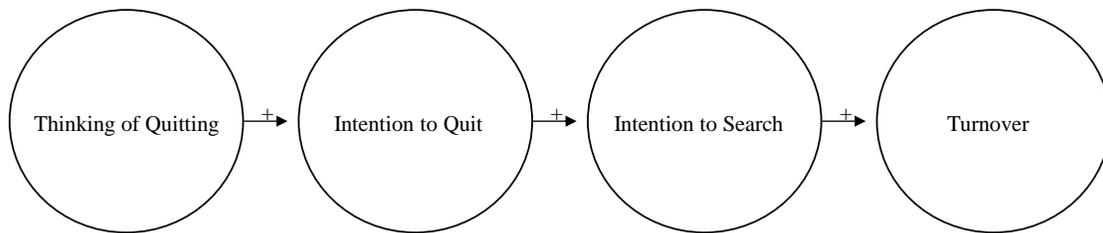


Figure 2: Sager, Griffeth, & Hom (1998) Revised Mobley model (simplified)

The unified model of turnover combined three models, including the Mobley (1977) intermediate linkages model (Bluedorn, 1982), and includes the two job attitude antecedents, job satisfaction and organizational commitment, that consistently predict voluntary employee turnover best (Griffeth, Hom, & Gaertner, 2000). The model begins with job satisfaction, where low levels lead to low levels of organizational commitment (Bluedorn, 1982). Low levels of organizational commitment lead to an increase in job search behaviors, and more of these behaviors lead to higher intent to leave the

organization (Bluedorn, 1982). Finally, higher intent to leave leads to actual turnover, as shown in Figure 3 (Bluedorn, 1982).

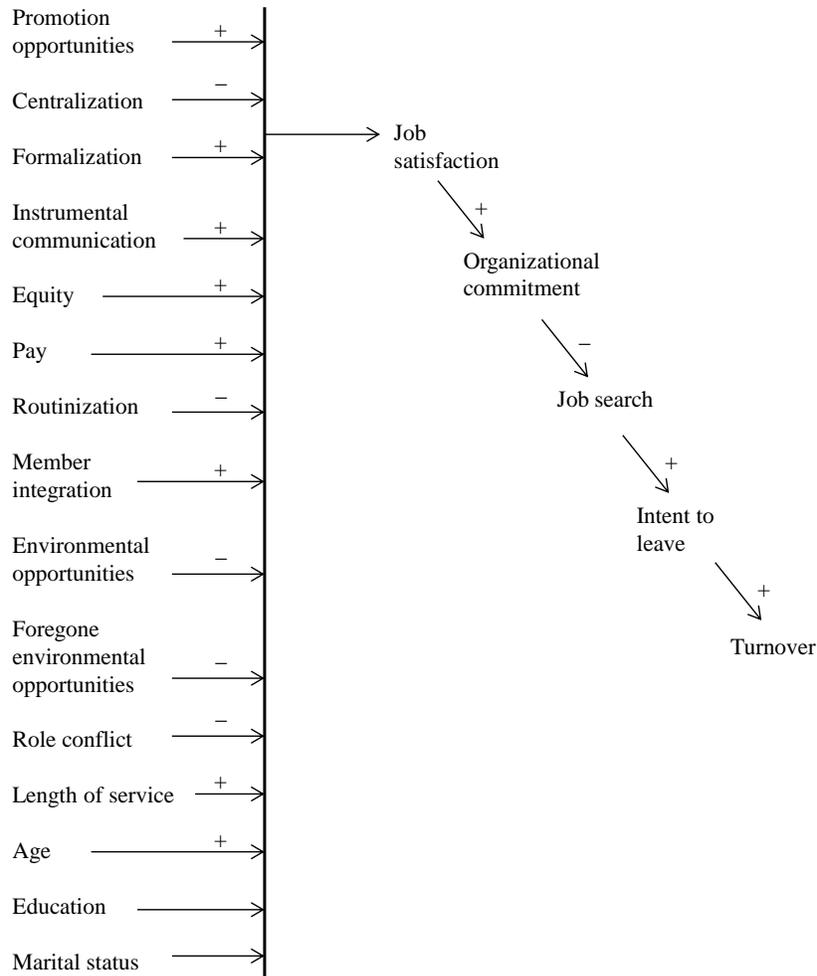


Figure 3: Bluedorn's (1982) unified model of turnover

Similar to Hom, et al.,'s (1984; 1991) findings on intent to quit's placement in Mobley's (1977) model, Bluedorn's results suggest that job search's placement in the Mobley (1977) model may not be accurate as well, finding those behaviors were not related to job satisfaction or organizational commitment in his samples (Bluedorn, 1982).

As previous research supports a modified placement of intent to quit (leave) and job search, the unified model will be used as the basis of this research effort.

The antecedents of the unified model are discussed next, starting with intent turnover and working toward the most distal antecedents of job attitudes.

Intent to Turnover

Intent to turnover conceptually captures the strength of an individual's thoughts and willingness to leave the organization (Tett & Meyer, 1993). It is sometimes used as a proxy for actual turnover, since waiting until an employee actually leaves does not give the organization time to assess employees' job attitudes, such as satisfaction and commitment (Lucas, Whitestone, Segal, Segal, White, & Mottern, 2009). Intent to turnover is recognized as the number one predictor of actual turnover, given it explains more variance than other predictors (Griffeth, Hom, & Gaertner, 2000; Tett & Meyer, 1993). The Griffeth, et al., (2000) meta-analysis reported a weighted average correlation for intent to turnover (labeled quit intention in the meta-analysis) to turnover of .38 ($p < .05$). This strong relationship supports its position in the unified model, the last of a sequence of withdrawal cognitions (Tett & Meyer, 1993). Intent to turnover is generally measured with reference to a time interval (i.e., intent to turnover within the next year) and can either be a single- or multi-item measure, with multi-item measures explaining more variance than single-item measures of intent to turnover (Tett & Meyer, 1993).

In the military, thoughts of quitting may be more prevalent than in civilian populations (Hom, Caranikas-Walker, Prussia, & Griffeth, 1992), likely due again to the contractual nature of military service.

Job Search

Job search was defined by Boswell (2006) as behavior or activity through which time and effort are expended to acquire information about labor market alternatives and to generate employment alternatives (as cited by Boswell, Zimmerman, & Brian, 2012, p. 129).

While job search has been handled as a single element in the unified model of turnover, Mobley (1977) theorized the cyclic nature of evaluation and reevaluation that job search intention and behaviors drive. Others envision it as a more elaborate process involving subroutines (e.g., Steel, 2002). Research has shown that job search behaviors change over time (Saks & Ashforth, 2000). Job search is a motivated and self-regulated process (Kanfer, Wanberg, & Kantrowitz, 2001).

The idea of preparatory and active job search was explored by Blau (1993; 1994), picking up on the theorized distinction of planning job search, and job search and choice introduced by Soelberg in 1967 in his unpublished doctoral dissertation (as cited by Blau, 1993, p. 315). Preparatory job search involves behaviors to gather information about potential job alternatives, and should measure individual efforts (Blau, 1994). Active job search involves behaviors that activate the job seeker, and should measure individual commitment to their search (Blau, 1994). Blau's (1993; 1994) literature review suggests "preparatory" job search should precede active job search and that job search follows two proposed cycles (Bowen, 1983). In the first cycle, the individual "determines the availability of 'greener pastures'..." (Blau, 1993: p. 316), and the second cycle "determines the accessibility of those 'greener pastures'..." (Blau, 1993: p. 316). Results showed that active job search behaviors (AJSB) are significantly positively related to

actual turnover (average $r = .47$ and $.40$, $p < .01$, for Blau, 1993, and 1994 samples, respectively), preparatory job search behaviors (PJSB) are significantly positively related to AJSB (average $r = .47$ and $.49$, $p < .01$, for Blau, 1993, and 1994 samples, respectively), and PSJB are not directly related to actual turnover (Blau, 1994). Blau (1993, 1994) did not assess intent to turnover.

More recently, Steel (2002) theorized three stages of job search. In the first stage, employees receive information during passive scanning, requiring little to no effort by the individual; they simply receive information from sources such as television or listening to friends' conversation. The second stage begins when the employee is ready to take more aim, and passive scanning transitions to a focused search, where the individual begins an intentional effort to learn more about employment alternatives, such as reading job listings. Finally, the last stage begins when the individual feels they have found concrete job leads, and are ready to contact that potential new employer. This dynamic learning process theorizes that individuals move through the job search process at different rates, and individuals nearer the decision to quit have better knowledge about job alternatives, gained through the job search process (Steel, 2002). These individuals are likely to have more fully formed the decision to quit. Figure 4 is from Steel's (2002) illustration showing how a survey given a single point in time captures different individuals at different points in their own job search process, as well as illustrating how the process length is different for each individual. The thin black line depicts an individual's employment at an organization, and the heavy black line over top depicts that individual's job search process, for potential employment outside the organization. Person A is near the end of their job search process, Person D is just beginning, and

Person C has not even started; every Person's job search process length is different. Steel's intent is to propose that a survey given to a disproportionate amount of individuals like Person C will not find a strong predictive measure in job search for turnover, whereas a survey with mostly individuals like Person A will (Steel, 2002). All three stages of job search in his model are related to intent to turnover.

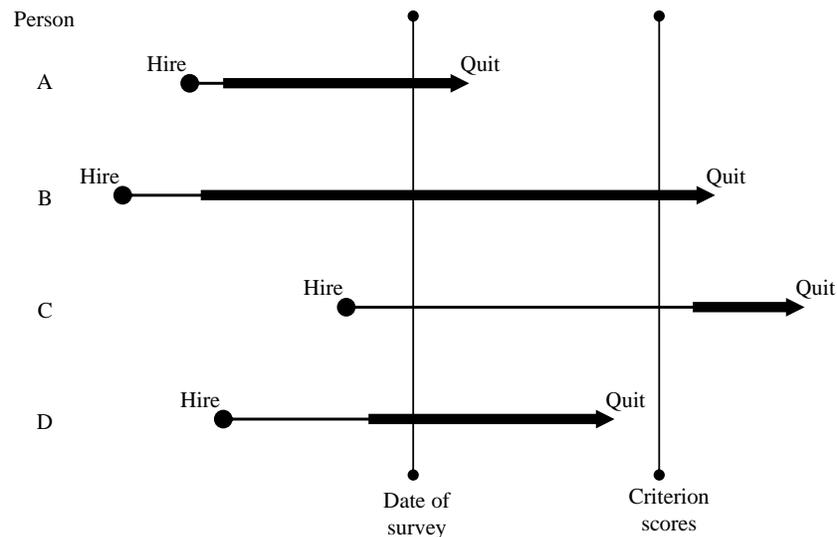


Figure 4: Steel's (2002) Job Search and the Turnover Research Process

Not all job search behaviors indicate the desire to leave an employer. Different objectives, such as understanding their job skill's marketability and gaining leverage within an organization, motivate job search as well as desire to leave (Boswell, Zimmerman, & Brian, 2012). For military members, understanding their job skill's marketability in the civilian labor market is not likely to gain them leverage within their military service. However, any job search might facilitate the psychological detachment from the employer (Boswell, Zimmerman, & Brian, 2012).

In both Blau (1994) and Steel's (2002) interpretation of job search phases, the general decision to leave is initiated by job dissatisfaction, leading to preparatory job search behaviors, and then to active job search behaviors. Active job search takes that general decision to leave to a more concrete condition, making it a relatively accurate predictor and placing it theoretically closer to actual turnover (Griffeth, Hom, & Gaertner, 2000).

The Griffeth, et al., (2000) meta-analysis reported a weighted average correlation for job search to turnover ranging from .23 to .47 ($p < .05$), with measures such as the Job Search Behavior Index (JSBI) or Blau's treatment being credited as providing the higher correlations. The JSBI was developed by Kopelman, Rovenpor, and Millsap (1992) to sample some of the actions a person might logically take during the job search process, and contains many of the behaviors used by the DMDC surveys. It was suggested by Griffeth, et al., (2002) that these newer treatments show the potential for job search to replace intent to turnover as the number one predictor of turnover. Blau (1994) mentions the JSBI as a multi-item job search measure that does not make the distinction between preparatory and active search. This may be the source of criticism on job search, failing to study the dynamics and changes in behaviors during the job search process (Saks & Ashforth, 2000). Given the similarities between the JSBI and Blau's preparatory and active job search behaviors, a job search measure based on either should be able to be divided in its preparatory (or passive) and active elements. Differentiating between these phases of job search could allow for a better understanding of turnover (Blau, 1994) and of the level of effort an individual puts into job searching.

This research will separate the job search measure used in the August 2008 SOFS of Active Duty members into passive and active phases. Synthesizing definitions from Blau (1994), Boswell, et al. (2012), and Steel (2002), this research defines passive job search as the behaviors an individual uses that demonstrate a search for information to form an employment goal. Active job search involves the behaviors an individual uses that demonstrate commitment to pursuing an employment goal. Both measures will use a count or index of behaviors to assess effort. The more behaviors indicated the more effort an individual is putting forth.

If job search is considered in terms of both passive and active job search, placement in the modeled turnover process must be addressed. In Bluedorn's unified model (1982), job search precedes intent to turnover, yet research supported a modified pathway. Given the cycles or phases of job search discussed, and the empirical support for active job search to be more proximal to actual turnover, the model is modified as follows: passive job search behaviors increase, leading to higher intent to leave, leading to an increase in active job search behaviors, and finally, leading to actual turnover. This positioning implies that intent could be the cognitive element that once fully formed, signals the transition from the passive job search phase to the active one. Figure 5 depicts this flow.

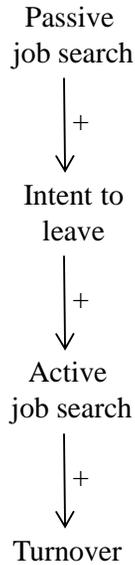


Figure 5: Placement of passive and active job search

If the modification depicted in Figure 5 is appropriate, individuals who leave an organization should have greater levels of active job search behavior than those who do not leave. Steel (2002) theorized that each individual's pace through, and length of, job search are unique to that individual, but despite how fast or how long their job search process is, the intent to leave should be established following greater levels of passive job search behavior. This establishes hypothesis one:

H1A: Individuals who leave an organization will demonstrate more active job search than individuals who stay with an organization.

H1B: Individuals with higher average levels of intent to turnover will demonstrate more passive job search than individuals with lower average levels of intent to turnover.

No research involving military populations and the different phases or stages of job search behavior was discovered in the course of this research effort.

Job Attitudes

Organizational Commitment

Organizational commitment is thought of as an individual's identification with and loyalty to a particular organization (Dougherty, Bluedorn, & Keon, 1985). It is conceptualized as the affective response an individual has after evaluating their work situation, and that response links the individual to the organization (Joo & Sunyoung, 2010). Organizational commitment is considered a job attitude, along with job satisfaction. Military service can be considered a calling or a patriotic duty. After the events of September 11, 2001, patriotism in the United States steadily increased (Morales, 2010). For a military member, positive feelings towards service may exist even when the member does not seek to make the military a career.

Mowday, Porter, and Steers (1982) described three separate dimensions of organizational commitment. These begin with the belief and acceptance of an organization's goals, followed by a willingness to put forth effort for the organization, and lastly, the desire to stay a member of the organization (Mowday, Porter, & Steers, 1982). Similarly, Meyer and Allen (1991) defined three forms of organizational commitment: affective, normative, and continuance commitment. Affective commitment means the strength of an individual's identification with and involvement in an organization. Continuance commitment means the individual recognizes the benefits that would be lost if they left the organization, such as a salary and pension. Normative commitment means the individual feels a moral obligation to be with the organization (Meyer & Allen, 1991). Affective and normative commitment are negatively related to

intent to turnover, while continuance commitment may not have a significant effect (Meyer, Allen, & Smith, 1993). Many studies focus on only affective commitment, using it as the single measure of commitment (e.g., Joo & Sunyoung, 2010). Together, the three components of commitment show a strong relationship with turnover cognitions (i.e., thoughts of quitting) ($r = -.57, p < .05$) and turnover intentions (i.e., intent to leave) ($r = -.52, p < .05$), although these findings were not as strong as job satisfaction (Tett & Meyer, 1993).

Organizational commitment can predict actual turnover better than job satisfaction, but the different measures in use can affect how well it predicts (Griffeth, Hom, & Gaertner, 2000). Overall, organizational commitment is consistently negatively related to intent to turnover, with the Griffeth, et al., (2000) meta-analysis reporting a weighted average correlation for organizational commitment to turnover of $-.23 (p < .05)$, lower than a previous meta-analysis result of $-.33 (p < .05)$ (e.g., Tett & Meyer, 1993).

Looking at the relationship between organizational commitment and job search, as noted before, Bluedorn (1982) found no significant relationship when testing the pathways of his unified model (refer to Figure 3). Using the JSBI, organizational commitment was negatively correlated with job search at $-.41 (p < .001)$ (Kopelman, Rovenpor, & Millsap, 1992). Blau reported a negative relationship between organizational commitment and both preparatory and active job search, ranging from n.s. to $-.28 (p < .01)$, and $-.20$ to $-.23 (p < .01)$, respectively, in his studies (Blau, 1993; 1994). Comparatively, the 1993 study also used general job search, finding a similar negative relationship with organizational commitment, averaging $-.27 (p < .01)$ in his two samples (Blau, 1993).

Job Satisfaction

Job satisfaction can be defined as the positive emotional state resulting from the pleasure an individual feels when working on their job (Locke, 1976; Spector, 1997). Like organizational commitment, job satisfaction is emotional, the affective feeling an individual has about their job (Locke, 1976; Tett & Meyer, 1993). Job dissatisfaction (low levels of job satisfaction) eventually leads to turnover decisions (Mobley, 1977).

Spector (1997) introduced nine key facets of job satisfaction: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of the work, and communication. While studies have found that each dimension is distinct, overall job satisfaction was the best predictor of turnover in a meta-analysis of relevant research conducted throughout the 1990's (Griffeth, Hom, & Gaertner, 2000). In fact, it has been shown that simply measuring the facets (all or some), and then combining into an overall satisfaction measure is not as strong a predictor of turnover than a single-item measure that assesses overall job satisfaction (Scarpello & Campbell, 1983; Wanous, Reichers, & Hudy, 1997). As mentioned above, the Tett and Meyer (1993) meta-analysis found job satisfaction has a stronger relationship with turnover cognitions (i.e., thoughts of quitting) ($r = -.74, p < .05$) and turnover intentions (i.e., intent to leave) ($r = -.53, p < .05$) than did organizational commitment (Tett & Meyer, 1993). The Griffeth, et al., (2000) meta-analysis reported a weighted average correlation for job satisfaction to turnover of $-.19$ ($p < .05$), lower than a previous meta-analysis result of $-.27$ ($p < .05$) (e.g., Tett & Meyer, 1993).

Job satisfaction also had no significant relationship with job search in Bluedorn's (1982) research (refer to Figure 3). Using the JSBI, job satisfaction negatively correlated

with job search at $-.44$ ($p < .001$) (Kopelman, Rovenpor, & Millsap, 1992). Blau found a negative relationship between job satisfaction and both preparatory and active job search, ranging from n.s. to $-.25$ ($p < .01$) and $-.18$ to $-.21$ ($p < .01$), respectively, in his studies (Blau, 1993; 1994). Comparatively, general job search in the 1993 study found a similar negative relationship with job satisfaction, averaging $-.19$ ($p < .01$) in his two samples (Blau, 1993).

Empirical support for the placement of job attitudes is mixed. Meta-analytical research upholds the placement of organizational commitment closer to actual turnover, while indicating that job satisfaction may be closer to intent to leave (Griffeth, Hom, & Gaertner, 2000; Tett & Meyer, 1993). Job attitudes research in military samples concluded potentially lower predictive abilities for turnover in military populations than for civilian ones (Griffeth, Hom, & Gaertner, 2000; Lytell & Drasgow, 2009). Job attitudes relationship with job search was mixed as well, from no relationship to a negative one. One theory on this proposes that job attitudes and the job search process (i.e., passive and active phases) are “decoupled” (Steel, 2002). This decoupling does not imply that job attitudes do not influence job search, but rather is meant to indicate the two are linked, but separate subsystems that influence each other, and can be independently influenced by other factors (Steel, 2002). Keeping this possibility in mind, this research effort will maintain the original job attitudes structure of the unified model. The job satisfaction-organizational commitment path is supported by the relationships with actual turnover, and again with preparatory job search. In this research effort, the modified model proposes that a decrease in job satisfaction leads to a decrease in organizational commitment, which increases passive job search behaviors, leading to an increase in

intent to leave, which increases active job search behaviors, and finally, leads to actual turnover, as shown in Model 1 of Figure 6. An abbreviated version of Bluedorn's (1982) unified model with general job search is shown in Model 2.

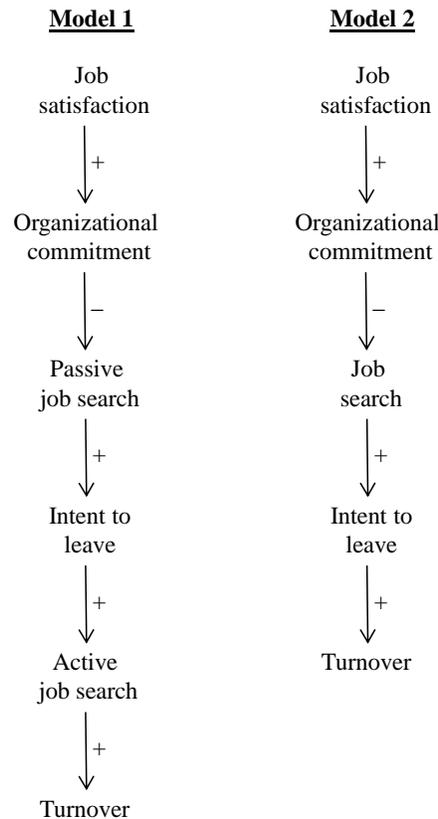


Figure 6: Modified model with passive and active job search

This establishes hypothesis two:

H2A: Controlling for gender, passive job search will increase the amount of explained variance in intent to leave, beyond that accounted for by job attitudes, and more than Model 2 using general job search.

H2B: Controlling for gender, intent to leave will increase the amount of explained variance of active job search, beyond that accounted for by passive job search and job attitudes.

H2C: Controlling for gender, active job search will increase the amount of explained variance in turnover, beyond that accounted for by intent to

leave, passive job search and job attitudes, and more than Model 2 using general job search.

Individual Characteristics

In military and civilian turnover studies, individual characteristics can have direct influence on turnover decisions (Bluedorn, 1982; Cotton & Tuttle, 1986; Griffeth, Hom, & Gaertner, 2000; Holt, Rehg, Lin, & Miller, 2007). Older individuals tend to be with organizations longer (tenure), and this positively influences job attitudes and ultimately, turnover decisions (Griffeth, Hom, & Gaertner, 2000). Specific to military populations, career stage, as evidenced by age, tenure, and rank, has been shown to moderate turnover decisions (Castro, Huffman, Adler, & Bienvenu, 1999; Chen & Ployhart, 2006; Griffeth, Hom, & Gaertner, 2000; Huffman, Adler, Dolan, & Castro, 2005). Higher career stages tend to have older individuals, with higher rank, and therefore more tenure. These characteristics are typically highly correlated. For this research, rank and tenure are a central part of the target population, Air Force Company Grade Officers (CGO) within a targeted time in service range. This range excludes Air Force officers considered probationary (less than six years commissioned time in service), and those officers considered vested in retirement (over 18 years time in service). By narrowing the target population rank and tenure, these characteristics will likely not have direct influences on turnover in this research effort, and therefore will not be controlled. This research will include a control for age, if available.

Gender at one time was thought to influence turnover decisions, but the most recent meta-analysis on 500 correlations in 42 studies found this is no longer a

discriminator (Griffeth, Hom, & Gaertner, 2000). More recently, research on Operations Tempo (OPTEMPO) and turnover intentions found gender did not have a significant effect on either (Olsen, 2008), and specific to job search studies, a consistent role for gender has not been found (Boswell, Zimmerman, & Brian, 2012). This research effort will include a control for gender.

III. Methodology

Procedures

The secondary data used in this research was collected by the Defense Manpower Data Center (DMDC). The Office of the Under Secretary of Defense for Personnel and Readiness enlists help from the DMDC to periodically survey military members. The Office of the Secretary of Defense, and the DMDC's Survey Technology Branch, released survey data collected between 2003 and 2009, along with pay and personnel data, all linked with a unique Personnel Identification Number (PIN). Any personal identifying information was removed from the data prior to it being released for outside research.

The Status of Force Surveys (SOFS) is a Web-based survey program with postal and email notifications (DMDC, 2009). All SOFS include the following measures: demographics, Military OneSource use, overall satisfaction, retention intentions, commitment, perceived readiness, stress, and impact of time away, nights away, and overtime (DMDC, 2009). The SOFS follow a long-term content plan as well. This plan includes a 6-survey, 2-year cycle of content that provides in-depth coverage of issues such as Family Life, Safety, Retention, and Satisfaction, as shown in Appendix A (DMDC, 2009). The tempo of this content plan means potentially strong predictors of turnover are only surveyed every two years, such as the "Active vs. passive steps toward leaving the military", under the Retention content heading, planned to be surveyed every summer during even-numbered years (DMDC, 2009).

Participants

The target populations of the SOFS are active duty members of the Army, Navy, Marine Corps, and Air Force, with at least six months of service at the time the survey is first fielded, who are below flag or general officer rank. This research effort focused on the August 2008 SOFS of Active Duty Members, and used the PINs to verify pay status in the pay data file and to verify years in service using the personnel data files. The postal and email notifications were mailed the sample target population on June 23, 2008. Reminders were sent to encourage survey participation. Data was collected from the 193-question Web-based survey from August 11, 2008 to September 18, 2008. This survey is available in Appendix B. Survey sample members were chosen using a single-stage, non-proportional stratified random sampling, where members are categorized into homogenous groups, and small groups are oversampled in comparison to their proportion to the population (DMDC, 2009). The initial sample drawn from the DMDC Master File was 53,534 individuals. The overall response rate was 31%. The DMDC imputed any missing self-report data that was available in their Active Duty Master Edit File at the time of sampling.

This research focused on Air Force respondents, the service the researcher is a member of and most familiar with. Air Force respondents to the August 2008 SOFS of Active Duty Members numbered 7,426.

This research is concerned about career stage, and for the rank element of that, focuses on Company Grade Officers (CGOs). CGOs are Second Lieutenants, First Lieutenants, and Captains (O1 to O3, respectively). In the Air Force, the majority of officers begin as Second Lieutenant, advance to First Lieutenant after two years, and then

Captain after two more years. Prior enlisted personnel follow the same two year pattern of time in grade, but their overall time in service counts their enlisted years. Air Force officer respondents numbered 3,424, with 2,566 in the ranks of O1 to O3.

Another element of career stage that this research is concerned with is tenure. Tenure will be targeted in two phases. This first one focuses on the lower end of the 6 to 18 years of service range. The DMDC surveyed numerical years of service in Question 22, allowing respondents to fill in a whole number of years of active duty service completed. DMDC provided that data to outside researchers collapsed into one of four categories: less than 3 years, 3 years to less than 6 years, 6 years to less than 10 years, and 10 years or more. Of those 2,566 Air Force CGOs who responded, 51% (1,308) have 6 or more years in service, past the officer probationary stage.

Using the PINs, pay status was verified by reviewing the individual's pay grade and service for each of the 17 months from August 2008 to December 2009. This confirmed the rank and service the individual received pay for, and revealed members who stopped receiving pay in the active duty Air Force. Of the 1,308 CGOs, only 996 matched PINs in the pay data file and could be verified. Of this 996, 46 individuals were verified to no longer be receiving pay as part of the active duty Air Force. These 46 individuals are considered to have left the active duty Air Force.

Utilizing Statistical Package for the Social Sciences (SPSS) version 18.0, 181 of the 996 who did not depart were randomly chosen, and paired with the 46 who did depart, resulting in the initial sample set (n = 227). Rank was imported from the available pay data file, with one individual verified to be an O4 (Major) in August 2008, and therefore removed (n = 226). At this point, the second phase of tenure control, to limit those CGOs

with over 18 years in service, attempted to imported total years of active federal military service. Using the PINs in the personnel data file, only 109 matching individuals could be found, less than half of the sample. Those found were between 6 and 18 years of service, in the desired range. The next best option available to limit those on the upper end of the time in service range was to find respondents in the sample who did not answer Question 68. Per the rules of the DMDC Web-based survey program, Question 68 was not presented to individuals who filled in a whole number of 20 or higher for Question 22, which asked for years of active duty service completed. The assumption is that respondents who did not answer Question 68 (n = 19) were not presented the question because they indicated 20 or more years of service. Those 19 were removed from the sample (n = 207). Therefore, the final sample contains a small group of individuals (16%) whose years of service may fall between 18 and 20 years (n = 33).

This final sample (n = 207) includes 9 Second Lieutenants, 8 First Lieutenants, and 190 Captains (92%). Sixty-three percent have 6 to less than 10 years of active duty service. The sample is 15% female. Seventy-six percent of the sample is married, and 49% have children. For the Air Force population in general, as of September 2008, Captains made up 35% of officers, 21% of CGOs were female, and 72% of officers were married (Air Force Magazine, 2009). The sample used in this research effort is fairly representative of the Air Force population.

Eighty percent of the sample remained in the active duty Air Force (n = 166) for the 17 months following the August 2008 survey and 20% left (n = 41).

Measures

Six variables were created from the August 2008 SOFS of Active Duty Members secondary data set and the pay data file.

Turnover

The dependent variable was verified using the DMDC-provided pay data file and the PINs from the sample survey respondents, as previously described. Pay data information for 17 months, every month from August 2008 to December 2009, was verified for pay rank and service. To be assessed as turnover, an individual would have had to stop receiving pay as an active duty Air Force member at any point after, and including, August 2008, and continue to not receive pay up to, and including, December 2009. The ability to discern whether the turnover was voluntary was not found in the pay data file or in the personnel data file provided by the DMDC. The large amount of missing PIN matches in the personnel data file proved problematic for assessing service commitments. Information on disciplinary actions or other types of discharges was not available.

Data was coded as 0 for *remained* and 1 for *left*.

Intent to Turnover

Two items were used to form this independent variable, Question 23 and Question 68. A representative question asked, “Suppose that you have to decide whether to stay on active duty. Assuming you could stay, how likely is it that you would choose to do so?” A five-point Likert-type scale ranging from *very unlikely* (1) to *very likely* (5) was used on both questions. These items were reverse coded, so that a higher score indicated a

higher intention to leave. Items were combined to create the variable, intent to turnover, with a range of 1 to 5. Heilmann (2005) used this same variable construct and reported a Cronbach's Alpha of .91. The Cronbach's Alpha for this research was .90 ($n = 207$, $M = 2.27$, $SD = 1.22$).

Job Search

This independent variable is an index of 10 behaviors from Question 74. Question 74 asks, "During the past 6 months, have you done any of the following to explore the possibility of leaving the military?" Example responses are "Thought seriously about leaving the military," and "Prepared a resume." Responses are dichotomous, either *yes* or *no*, and there are eleven parts, *a* through *k*. Part *k* was excluded, as it concerns attending a pre-separation briefing, the Transition Assistance Program (TAP), which is specific to the military and not likely generalizable to civilian populations. DMDC coded the responses as *yes* (2) and *no* (1); the items were re-coded to *yes* (1) and *no* (0), allowing for a simpler count of job search behaviors. The higher the score, the higher the level of job search activity.

The similar Job Search Behavior Index (JSBI) used by Kopelman, Rovenpor, and Millsap (1992) reported reliabilities of .73 to .86 across three samples. The Cronbach's Alpha for job search in this research was .82 ($n = 205$, $M = 4.06$, $SD = 2.71$).

Active Job Search

This independent variable is an index of five behaviors from Question 74. Looking at the tabulations of responses for the August 2008 survey, the DMDC grouped five parts of Question 74 under one tabulation response (*a* through *f*) and six parts under

another (*g* through *k*). This may be in an effort to group these behaviors, along the lines of their long-term in-depth content coverage plan that included “Active vs. passive steps toward leaving the military” in the summer of even-numbered years (DMDC, 2009). Utilizing SPSS version 18.0, confirmatory factor analysis with an oblique solution, as used by Blau (1993; 1994), was performed to see if the behaviors loaded onto two factors in the same groupings as suggested by the DMDC, minus part *k*, for reasons already explained. Results show that Question 74 parts *a*, *b*, *c*, *e*, and *f* load on one factor, and parts *d*, *g*, *h*, *i*, and *j* load on a second factor, suppressing load values of .30 and below. Table 2 shows the rotated factor matrix. These loadings are similar to the groupings by DMDC, with the exception of part *d*. The behavior in Question 74 part *d* is “Talked about leaving with your immediate supervisor,” and was expected to load on the same factor as part *c*, “Discussed leaving and/or civilian opportunities with family members or friends.” Previous research using factor analysis and different phases of job search found that behaviors involving talking with other people did not load on active job search behaviors (Blau, 1993; 1994).

Table 1: Rotated Factor Matrix of Job Search Behaviors

| | Factor ^a | |
|-------------|---------------------|------|
| | 1 | 2 |
| Recode Q74a | .310 | .689 |
| Recode Q74b | | .584 |
| Recode Q74c | | .781 |
| Recode Q74d | .488 | .472 |
| Recode Q74e | | .443 |
| Recode Q74f | .416 | .653 |
| Recode Q74g | .408 | |
| Recode Q74h | .543 | |
| Recode Q74i | .899 | |
| Recode Q74j | .788 | |

Extraction Method: Principal Axis Factoring.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Part *d* of Question 74 was closely divided on the rotated factor matrix. In order to gain unbiased opinions on how the job search behaviors (Question 74 part *a* through *j*) should be classified, a paper job search behavior classification tool was developed and pilot tested on Air Force CGOs. Participants were given the definition of passive job search and active job search used in this research effort, and asked to indicate which type of job search the behavior was an example of. No other guidance was given. Some officers felt a behavior was indicative of both passive and active and marked both; others marked neither. A total of 10 respondents participated, and their opinions were tallied. The results support factor analysis separation for all parts of Question 74, including part *d*, as shown in Appendix C. Seventy percent felt part *d* was an example of active job search, while only 30% felt it was passive job search. Based on the results of factor

analysis and the pilot test, the behaviors in Question 74 parts *d*, *g*, *h*, *i*, and *j* are considered active job search.

Active job search counts the *yes* (1) responses to Question 74 parts *d*, *g*, *h*, *i*, and *j*, with a range of 0 to 5. Representative behaviors include, “Prepared a resume,” and “Interviewed for a job.” These loadings are similar to the factor analysis findings of Blau (1993; 1994), except part *d*, as previously discussed, and part *h*. The behavior in part *h* is, “Prepared a resume,” and for Blau, it loaded on the factor he termed Preparatory Job Search Behaviors (Blau, 1993; 1994). This difference could be due to the nature of the military, where service members do not need resumes to advance, or the current environment of resume creation and distribution, as evidenced in Web-based job listing boards, such as Monster.com (created in 1994), or professional networking social media, such as LinkedIn (created in 2002) (Monster Worldwide, Inc.; LinkedIn Corporation, 2012). This will be discussed more in Chapter 5, Conclusions and Recommendations.

Blau (1994) found active job search behavior to have reliabilities ranging from .76 to .81 across his three samples. The Cronbach’s Alpha for active job search in this research was .76 ($n = 205$, $M = 1.03$, $SD = 1.40$).

Passive Job Search

This independent variable is an index of five behaviors from Question 74. Based on the results of factor analysis shown in Table 2, passive job search counts the *yes* (1) responses to Question 74 parts *a*, *b*, *c*, *e*, and *f*, with a range of 0 to 5. Representative behaviors include, “Thought seriously about leaving the military,” “Discussed leaving and/or civilian opportunities with family members or friends,” and “Gathered information

about education programs or colleges.” Again, these loadings are similar to the factor analysis findings of Blau (1993; 1994), with the exception of “Prepared a resume,” as previously discussed.

Blau (1994) termed these behaviors Preparatory Job Search, and found reliabilities ranging from .79 to .83. The Cronbach’s Alpha for this research was .78 ($n = 205$, $M = 3.02$, $SD = 1.74$).

Organizational Commitment

This independent variable is formed from all 15 of the parts of Question 26. Question 26 asks, “To what extent do you agree or disagree with the following statements?” Responses are based on a five-point Likert-type scale, and DMDC provided survey data coded as *strongly disagree* (1) to *strongly agree* (5) for all parts, *a* through *o*. Representative statements include, “I enjoy serving in the military,” “If I left the military, I would feel like I am starting all over again,” and “If I left the military, I would feel like I had let my country down.” A higher score indicates a higher feeling of commitment. Items were combined to create the variable, organizational commitment, with a range of 1 to 5. Olsen (2008) used this same variable construct and reported a reliability of .89. The Cronbach’s Alpha for this research was .85 ($n = 195$, $M = 3.24$, $SD = 0.58$).

Job Satisfaction

This independent variable is a single-item measure. Question 21 asks, “Overall, how satisfied are you with the military way of life?” Responses followed a five-point Likert-type scale, and DMDC provided survey data coded as *very dissatisfied* (1) to *very satisfied* (5). A higher score indicates a higher feeling of satisfaction. Single-item

measures were discussed in Chapter 2, Job Satisfaction. Reliabilities for single-item measures of job satisfaction have been reasonably estimated to be close to .70 in a meta-analysis of 17 studies (Wanous, Reichers, & Hudy, 1997). The mean response for this measure was 3.76 ($n = 207$, $SD = .96$).

Control Variables

Age is an element of career stage not targeted in the selection of the sample population. The August 2008 SOFS of Active Duty Members did not ask for age, and it was not available in either the personnel data file or the pay data file. Due to this limitation, age will not be controlled in this research effort.

Gender was asked for in Question 2, “Are you...?” with available choices of male and female ($n = 207$: Male = 176; Female = 31). DMDC coded the responses as *male* (1) and *female* (2); the items were re-coded *male* (0) and *female* (1) to allow a simpler nominal approach to gender.

IV. Analysis and Results

Descriptive Information

The focus of this research effort is to explore passive and active job search, as compared to general job search, and to assess active job search's proximity to actual turnover, to support the causal pathways depicted in the modified model (Model 1 of Figure 6).

Correlations for all model variables are shown in Table 2. Organizational commitment and job satisfaction are both strongly negatively correlated to intent to turnover ($r = -.66, n = 195, p < .01$, and $r = -.70, n = 207, p < .01$, respectively). Looking at the correlations between organizational commitment and turnover, and job satisfaction and turnover, there is a more moderate negative relationship ($r = -.19, n = 195, p < .01$, and $r = -.27, n = 207, p < .01$, respectively). Passive job search follows the same pattern of being more correlated with intent to turnover than actual turnover, with positive relationships ($r = .54, n = 205, p < .01$, and $r = .29, n = 205, p < .01$, respectively). Conversely, active job search has the highest positive correlation with actual turnover ($r = .54, n = 205, p < .01$), and a slightly more moderate one with intent to turnover ($r = .43, n = 205, p < .01$). General job search, comparatively, correlates positively with intent to turnover ($r = .57, n = 205, p < .01$), and with actual turnover ($r = .47, n = 205, p < .01$), more similar to active job search than passive.

Table 2: Descriptive Statistics and Correlations for all Variables

| Variable | M | S.D. | n | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|------------------------------------|------|------|-----|--------|--------|--------|--------|--------|-------|------|------|
| 1. Turnover | - | - | 207 | 1.00 | | | | | | | |
| 2. Job search ^a | 4.06 | 2.71 | 205 | .47** | 1.00 | | | | | | |
| 3. Active job search ^b | 1.03 | 1.40 | 205 | .54** | .83** | 1.00 | | | | | |
| 4. Intent to Turnover | 2.27 | 1.22 | 207 | .44** | .57** | .43** | 1.00 | | | | |
| 5. Passive job search ^b | 3.02 | 1.74 | 205 | .29** | .89** | .47** | .54** | 1.00 | | | |
| 6. Organizational Commitment | 3.24 | 0.58 | 195 | -.19** | -.49** | -.41** | -.66** | -.44** | 1.00 | | |
| 7. Job Satisfaction | 3.76 | 0.96 | 207 | -.27** | -.46** | -.35** | -.70** | -.43** | .60** | 1.00 | |
| 8. Gender ^c | 0.15 | 0.38 | 207 | .10 | -.07 | -.04 | .09 | -.07 | .06 | -.07 | 1.00 |

^a 10 behavior index ^b 5 behavior index ^c 0 for male, 1 for female

**Correlation is significant at the 0.01 level (1-tailed)

*Correlation is significant at the 0.05 level (1-tailed)

All correlations between variables are statistically significant, except the control variable gender, and in the direction expected from the literature review.

Hypothesis One

Hypothesis one proposes comparisons at two connections within the modified model: the positive relationship between actual turnover and active job search, and the positive relationship between intent to leave and passive job search. Hypothesis one will be evaluated utilizing an independent sample *t*-test in SPSS version 18.0, comparing the means of two randomly selected groups for difference not due to chance.

Hypothesis 1A states individuals who left an organization will exhibit more active job search behaviors than individuals who stay with an organization. The sample data (n

= 207) contains 41 respondents who left the Air Force, and 166 who remained. To ensure a balanced look, 41 of the 166 cases that remain in the Air Force were randomly selected to compare to the 41 cases that left the Air Force. General job search, passive job search, and intent to turnover are evaluated as well, for comparative purposes.

All results are shown in Table 3, with columns headings annotated for each part of hypothesis one. All variables examined were found to be statistically significantly different between those who left the Air Force and those who stayed. Active job search differs between those who leave ($M = 2.54$, $SD = 1.64$) and those who stay ($M = .44$, $SD = .81$), $t(58) = 7.33$, $p < .01$ (equal variance not assumed). The mean difference of 2.10 indicate individuals who leave exhibit at approximately 2 more active job search behaviors, out of 5 possible, than individuals who stay, supporting hypothesis 1A.

Table 3: Active and Passive Job Search with Intent and Actual Turnover Means

| | H1A: Turnover | | H1B: Intent to turnover | | | | | | | |
|--------------------|-----------------------------------|----------------------------------|-------------------------|-------------------|-----------|----------------------------------|---------------------------------|----------|-------------------|-----------|
| | Leave ($n = 41$) <i>m</i> | Stay ($n = 41$) <i>m</i> | <i>d</i> | <i>t</i> | <i>df</i> | High ($n = 46$) <i>m</i> | Low ($n = 45$) <i>m</i> | <i>d</i> | <i>t</i> | <i>df</i> |
| Active job search | 2.54 (1.64) | 0.44 (0.81) | 2.09 | 7.33 ^a | 58 | 2.02 (1.51) | 0.62 (0.98) | 1.40 | 5.24 ^a | 77 |
| Passive job search | 4.05 (1.18) | 2.32 (1.86) | 1.73 | 5.03 ^a | 67 | 4.37 (0.93) | 2.60 (1.80) | 1.77 | 5.87 ^a | 65 |
| Job search | 6.59 (2.18) | 2.76 (2.34) | 3.83 | 7.66 ^b | 80 | 6.39 (1.72) | 3.22 (2.44) | 3.17 | 7.15 ^a | 78 |
| Intent to turnover | 3.34 (1.40) | 1.90 (0.97) | 1.44 | 5.42 ^a | 71 | - | - | - | - | - |

^a Equal variance not assumed ^b Equal variance assumed

* $p < .01$

Note. Standard Deviations appear in parentheses below means.

General job search differs between those who leave ($M = 6.59$, $SD = 2.18$) and those who stay ($M = 2.76$, $SD = 2.34$), $t(80) = 7.66$, $p < .01$ (equal variance assumed).

The mean difference of 3.83 indicate that individuals who leave exhibit about 3 more job search behaviors, out of 10 possible, than individuals who stay.

Passive job search differs between those who leave ($M = 4.05$, $SD = 1.18$) and those who stay ($M = 2.32$, $SD = 1.86$), $t(67) = 5.03$, $p < .01$ (equal variance not assumed). The mean difference of 1.73 indicate that individuals who leave exhibit about 1 more passive job search behavior, out of 5 possible, than individuals who stay.

Intent to turnover differs between those who leave ($M = 3.34$, $SD = 1.40$) and those who stay ($M = 1.90$, $SD = .97$), $t(71) = 5.42$, $p < .01$ (equal variance not assumed). The mean difference of 1.44 indicates individuals who leave rated their intent one higher, on a scale of one to five, than individuals who stayed.

General job search, passive job search and the intent to turnover findings contribute to the active job search results that supported hypothesis 1A.

Hypothesis 1B states individuals who have a higher average level of intent to turnover will exhibit more passive job search behaviors than individuals with a lower average level of intent to turnover. To establish higher versus lower average levels of intent to turnover, the sample is split around the neutral response of “3” on the 5-point Likert-type scale used in the two questions that formed this variable. A high level of intent to turnover averages over, but does not include three, and a low level averages less than, but does not include three. This effectively removes an average neutral response of intent. The sample data ($n = 207$) contains 46 respondents indicated a high average level of intent to turnover, and 143 who indicated a low average level of intent to turnover. To ensure a balanced look, 46 of the 143 cases with a low average level of intent were

randomly selected to compare to the 46 cases of high average level of intent. Active job search and general job search were evaluated as well, for comparative purposes.

All results are shown in Table 3, and all variables examined were found to be statistically significantly different between those with higher average levels of intent to turnover and those with lower average levels of intent. Passive job search differs between those with higher average levels of intent to turnover ($M = 4.37, SD = .93$) and those with lower average levels ($M = 2.60, SD = 1.80$), $t(65) = 5.87, p < .01$ (equal variance not assumed). The mean difference of 1.77 indicate individuals with a higher average level of intent to turnover exhibit about 1 more passive job search behavior than individuals with lower average levels of intent to turnover, supporting hypothesis 1B.

Active job search differs between those with higher average levels of intent ($M = 2.02, SD = 1.51$) and those with lower average levels ($M = .62, SD = .98$), $t(77) = 5.24, p < .01$ (equal variance not assumed). The mean difference of 1.40 indicate individuals with a higher average level of intent to turnover exhibit about 1 more active job search behavior than individuals with lower average levels of intent to turnover.

General job search differs between those with higher average levels of intent ($M = 6.39, SD = 1.72$) and with lower average levels ($M = 3.22, SD = 2.44$), $t(78) = 7.15, p < .01$ (equal variance not assumed). The mean difference of 3.17 indicate individuals with a higher average level of intent to turnover exhibit about 3 more job search behaviors than individuals with lower average levels of intent to turnover.

The general job search and active job search findings contribute to passive job search results that supported hypothesis 1B.

Hypothesis Two

Hypothesis two proposes that the two phases of job search, as depicted in Model 1 of Figure 6, will increase the amount of explained variance beyond that explained by job attitudes, and when compared to Model 2 in Figure 6, beyond that explained by general job search. This hypothesis begins by evaluating the variance in intent to turnover, then in active job search (and general job search, for comparative purposes), and finally, in turnover. Hypothesis two was evaluated in SPSS version 18.0 utilizing linear regression for intent to turnover, active job search and general job search, and logistics regression for actual turnover.

Hypothesis 2A states that, controlling for gender, passive job search will increase the amount of explained variance in intent to turnover, beyond that accounted for by job attitudes, and more than the comparison model using general job search (using Model 2 in Figure 6). Intent to turnover was regressed on the predictor variables in the full sample data (n = 207) using a hierarchical entry method. Visual inspection of the standardized residuals histogram and probability plot indicate the normality assumption of the error term has not been violated, as necessary assumption of linear regression. Tests for autocorrelation, to ensure the data is random, and multicollinearity, to ensure predictor variables are not too highly correlated and therefore unable to separate influence, indicate the sample data has no undue problems. All further regressions will include the same visual and test inspections and assume acceptable results unless indicated.

The control variable and job attitudes were entered at step 1, and passive job search at step 2, allowing for a change in variance by the addition to be analyzed. Results are displayed in Appendix D, with columns headings annotated for each part of

hypothesis two. When passive job search is added in Model 1, the $\Delta R^2 = .03$ ($F = 15.20$, $p < .001$). All predictor variables contribute significantly to the model, and the control variable of gender approached significance at the .10 level.

A second hierarchical regression, mirroring the first but using general job search at step 2 instead of passive job search, is shown in Appendix D as well, as Model 2. When general job search is added, the $\Delta R^2 = .03$ ($F = 17.38$, $p < .001$). All predictor variables are again significant, as well as the control variable. This gives partial support to hypothesis 2A, as passive job search explained 3% more variance in intent to turnover than job attitudes, and yet was equal to that explained by Model 2 using general job search.

Hypothesis 2B states that, controlling for gender, intent to leave will increase the amount of explained variance in active job search, beyond that accounted for by job attitudes and passive job search, and more than the comparison model using general job search. Active job search (and general job search in the second regression) was regressed on the predictor variables in the full sample data ($n = 207$) using a hierarchical entry method.

The control variable, job attitudes and passive job search were entered at step 1, and intent to leave at step 2, allowing for a change in variance by the addition to be analyzed. Results are displayed in Appendix D, and when intent to leave is added, the $\Delta R^2 = .01$ and approaches, but is not, significant ($F = 2.50$, $p = .12$). The only predictor variable that contributes significantly to the model is passive job search, although organizational commitment approaches significance.

In the second hierarchical regression, general job search, instead of active job search, was regressed on the predictor variables. To keep the comparison as similar as possible, the control variable and job attitudes were entered at step 1, and intent to leave at step 2. Results are shown in Appendix D as well. When intent to leave is added, the $\Delta R^2 = .06$ ($F = 17.38, p < .001$). Both intent to turnover and organizational commitment are significantly contributing to the model, with the control variable approaching significance at the .10 level. Job satisfaction is not significant in this model. The results do not support hypothesis 2B, as intent to turnover did not explain any more variance in active job search, or more than the second regression model using general job search.

Hypothesis 2C states that, controlling for gender, active job search will increase the amount of explained variance in turnover, beyond that accounted for by job attitudes, passive job search, and intent to turnover, and more than the comparison model using general job search. Active job search variance was examined using the predictor variables in the full sample data ($n = 207$), using a hierarchical entry method in logistic regression. The maximum likelihood estimation is used to calculate the odds on the dependent variable, given the independent variable(s), a non-linear relationship. Logistic regression transforms the data by taking the natural logarithms to reducing nonlinearity, and follows a logistic curve to approximate the data.

Previous research reporting results from both linear and logistic regression within a single study used Nagelkerke's R^2 as an equivalent value to the linear regression coefficient of determination, R^2 , and ΔR^2 (Griffeth, Steel, Allen, & Bryan, 2005). Nagelkerke's R^2 is a pseudo R^2 estimate of variance explained, and as Hair, Anderson, Tatham, & Black (1998) describe, ranges from 0.00 to 1.00, identical to the range of R^2

in linear regression (as cited by Griffeth, Steel, Allen, & Bryan, 2005, p. 345). Caution is needed when interpreting pseudo R^2 values, as they do not mean the same as the R^2 in linear regression, that is, the proportion of variance explained by the predictors. Chi-square values and significance will be reported to add statistical rigor when discussing pseudo R^2 values. Results will be displayed in a similar format as used by Griffeth, et al. (2005, p. 346), in Appendix D.

The control variable, job attitudes, passive job search and intent to leave were entered at step 1, and active job search at step 2, allowing for the change by the single predictor added to be analyzed. When active job search is added to the model, the pseudo R^2 increases from .29 to .51, a difference of .22 when the single predictor variable of active job search is added to the model ($\chi^2 = 34.30, p < .001$). Three predictors are considered useful to the model, as indicated by the Wald statistic in Appendix D. Organizational commitment, intent to leave and active job search are significant, and the control variable misses significance.

The Hosmer and Lemeshow test assesses goodness-of-fit, where the significance level of greater than .05 indicates a well-fitting model. Results are shown in Appendix D, and are $\chi^2 = 6.24, p = .62, 8$ df. The data fit the model well. The classification table predicts correct and incorrect estimates based on the dependent variable. A perfectly fit model would predict correctly 100% of the time, classifying cases to the outcome set by the dependent variable. This model set the outcome as “Left the Air Force” and for step 1, classified cases correctly 84.5% of the time, and that increased to 87.6% in step 2, the addition of active job search.

A second hierarchical logistic regression, mirroring the first but using general job search at step 2 instead of active job search, is shown in Appendix D as Model 2. When the single predictor variable of general job search is added to the model, the pseudo R^2 increases from .26 to .46, a difference of .20 ($\chi^2 = 30.10, p < .001$). Three predictors are considered useful to the model, as indicated by the Wald statistic shown in Appendix D. Organizational commitment, intent to leave and job search are significant, and the control variable approaches significance at the .10 level.

The Hosmer and Lemeshow Test results are shown in Appendix D, and are $\chi^2 = 8.32, p = .40, 8$ df. The data fit the model well. The classification table correctly predicted those that “Left the AF” 84.5% of the time in step 1 and that increased to 88.6% in step 2, the addition of general job search.

The exponentiated beta (Exp β) of a predictor variable expresses the ratio-change in the odds of the event of interest (leaving the Air Force) for a one-unit change of a predictor, all else held equal. These coefficients, represented by β , are natural logarithms of the odds ratios. Odds ratios greater than one indicate an increase in the odds of an outcome with each one unit increase in the predictor (independent variable). Odds ratios less than one indicate a decrease in the odds of an outcome with each one unit increase in the predictor. Understanding the ratio-change of the odds of leaving the Air Force for a one-unit increase in active job search starts with the original probability of leaving the Air Force, which is .50. The corresponding odds of leaving the Air Force is then 1.

$$\text{Odds (leaving Air Force)} = \frac{P(\text{leaving Air Force})}{1 - P(\text{leaving Air Force})} = \frac{.50}{1 - .50} = \frac{.50}{.50} = 1$$

In Model 1 of Table 4, for a one-unit increase in active job search, the odds of leaving the Air Force increase to 2.62. The corresponding probability of leaving the Air Force is then increased from .50 to .72, all else held equal.

$$P(\text{leaving Air Force}) = \frac{\text{Odds (leaving Air Force)}}{1 + \text{Odds(leaving Air Force)}} = \frac{2.62}{1 + 2.62} = \frac{2.62}{3.62} = .72$$

A two-unit increase in active job search would increase the corresponding probability of leaving the Air Force from .50 to .84, all else held equal.

$$P(\text{leaving Air Force}) = \frac{\text{Odds (leaving Air Force)}}{1 + \text{Odds(leaving Air Force)}} = \frac{5.24}{1 + 5.24} = \frac{5.24}{6.24} = .84$$

Table 4 displays the $\text{Exp } \beta$ for both models, and steps used, as well as the probabilities changes of leaving the Air Force for a one- and two-unit increase for any predictor variable significant to at least the .05 level.

Table 4: Exponentiated Betas and Probabilities of Leaving the Air Force

| Predictors | H2C: | | | | | |
|---------------------------|---------|------------------------------------|----------|---------|------------------------------------|----------|
| | Exp B | P (Leaving Air Force) ^a | | Exp B | P (Leaving Air Force) ^a | |
| <i>Model 1</i> | Step 1 | One-unit | Two-unit | Step 2 | One-unit | Two-unit |
| Gender | 1.49 | - | - | 2.22 | - | - |
| Job satisfaction | 1.19 | - | - | 1.22 | - | - |
| Organizational commitment | 2.09 | - | - | 4.51** | 0.82 | 0.90 |
| Passive job search | 1.41* | 0.59 | 0.74 | 1.07 | - | - |
| Intent to turnover | 2.64*** | 0.73 | 0.84 | 3.03*** | 0.75 | 0.86 |
| Active job search | - | - | - | 2.62*** | 0.72 | 0.84 |
| <i>Model 2</i> | | | | | | |
| Gender | 1.22 | - | - | 2.60† | - | - |
| Job satisfaction | 1.09 | - | - | 1.31 | - | - |
| Organizational commitment | 2.03 | - | - | 3.24* | 0.76 | 0.87 |
| Job search | - | - | - | 1.81*** | 0.64 | 0.78 |
| Intent to turnover | 3.03*** | 0.75 | 0.86 | 2.50** | 0.71 | 0.83 |

^aOriginal P is .50

†p<.10; *p<.05; **p<.01; ***p<.001

Organizational commitment contributed the most to changing the odds of leaving the Air Force in step 2 of both models, with a one-unit probability increase from .50 to .82 in Model 1, and .50 to .76 in Model 2, holding all other variables equal; however, this was expected to decrease odds, not increase. Intent to turnover changes the odds the next greatest amount for both models, increasing the probability of leaving the Air Force from .50 to .75 in Model 1, and .50 to .71 in Model 2, holding all other variables equal. In Model 1, active job search increases the probability of leaving the Air Force from .50 to .72; in Model 2, general job search increases the probability of leaving the Air Force from .50 to .64, holding all other variables equal.

Based on the results of the logistic regression on turnover in Appendix D, active job search increased the pseudo R² value (.22) beyond that accounted for by job attitudes, passive job search, and intent to turnover, and more than Model 2 using general job

search (.20), in addition to increasing the probability of leaving the Air Force more than job search in Model 2; therefore, hypothesis 2C is supported.

Exploratory Analysis

Organizational Commitment

The increase in probability of leaving the Air Force due to the increase in organizational commitment was unexpected, based on the negative correlation between this variable and turnover. Further evaluation on this relationship was performed.

Logistic regression on turnover using organizational commitment as the only predictor resulted in a pseudo R^2 of .06 ($\chi^2 = 6.83, p < .01$), and shows it is useful to the model. The Wald statistic is 6.56 ($p = .01$), and the Exp β is .44, resulting in a corresponding probability of leaving the Air Force of .31, down from the original probability of .50. This is opposite to the finding of hypothesis 2C, yet based on correlations and the literature review, is more along the lines of what was expected.

A second exploratory logistic regression was performed on turnover using a stepwise likelihood ratio instead of hierarchical entry for the control variable, job attitudes, passive and active job search and intent to turnover. Stepwise is a conditional entry method, selecting predictors based on their potential predictor score. This method entered active job search into the model first, as the predictor with the highest score based on likelihood ratio, then intent to turnover second, and organizational commitment last. No other predictors were considered useful to the model. The pseudo R^2 of .49 ($\chi^2 = 71.64, p < .001$) for the full model, is similar to the findings of hypothesis 2C. The Wald statistic for organizational commitment in this model is 8.27 ($p < .01$), and the Exp β is

5.09, resulting in a corresponding probability of leaving the Air Force of .84, an increase from the original probability of .50, and similar to the results of hypothesis 2C. The Wald statistic for active job search is 27.43 ($p < .001$) and the Exp β is 2.57. The Wald statistic for intent to turnover is 16.49 ($p < .001$) and the Exp β is 2.96. Both active job search and intent to turnover maintained similar results in all models evaluated; organizational commitment is unique in that it decreases the probability of turnover when evaluated individually, and increases that probability when evaluated as part of a larger construct.

Passive and Active Job Search

Recalling Steel's (2002) discussion on the job search process and the illustration shown in Figure 4, static surveys capture individuals at different points of their unique job search process. Person A in Figure 4 is near the end of their job search process, and Person C has not yet started. A sample formed from mainly survey respondents like Person C will not find a strong predictive measure in job search for turnover, whereas a sample with mostly individuals like Person A will (Steel, 2002). Without the benefit of episodic measurements, identifying these different groups and testing the modified model separately within each could yield more accuracy in predicting turnover.

This research will separate out groups, similar to how Steel (2002) described the four different individuals in Figure 4. By collapsing all the lines from Figure 4, Steel's (2002) Job Search and the Turnover Research Process, the four individuals can be visualized at different points of the job search process, as shown in Figure 7. This visualization indicates how an individual likely progresses from low passive job search to

high passive job search, then on to low active job search and finally on to high active job search.

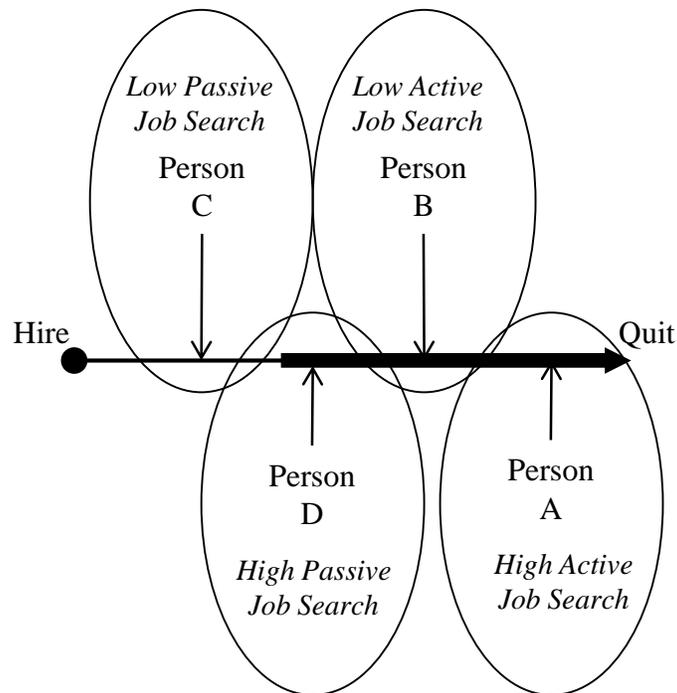


Figure 7: Four groups along the job search process

Specifically, individuals with lower passive job search behaviors, represented by Person C in Figure 7 will group as Low Passive Job Search. High Passive Job Search will group individuals with greater passive job search behaviors, as represented by Person D, who has started the job search process, but is still in the beginning. Individuals with lower active job search behaviors, such as Person B in Figure 7, are more traveled along the theorized job search process than Person D, but not close to the end and will group as Low Active Job Search. Finally, those with greater active job search behaviors, as represented by Person A, are closer to the end and to actual turnover, and will group as High Active Job Search. These groups are not mutually exclusive, but should still

provide statistical insight as to whether static surveys measuring job search are unduly influenced when the sample is mostly individuals who either have not yet started job searching, or are at the end of their job search process.

This exploratory analysis will utilize linear regression for evaluating the variance in intent to turnover for each of the groups, then logistic regression for evaluating the variance in actual turnover, in SPSS version 18.0. Those with low passive job search are expected to yield the least amount of explained variance, increasing through high passive job search, low active job search, and until finally, those with high active job search are expected to yield the greatest amount of explained variance, in line with the knowledge and experience that increases as the job search process progresses.

Both passive and active job search contain five behaviors. To separate out the high and low job search groups for each phase, the Low Passive Job Search group will be made up of individuals with one, two, or three passive job search behaviors and the High Passive Job Search group will be made up of individuals with four or five passive job search behaviors. Low Active Job Search group will be made up of individuals with one, two, or three active job search behaviors and the High Active Job Search group will be made up of individuals with four or five active job search behaviors. Each group will be filtered and evaluated separately.

Starting with Low Passive Job Search (one, two, or three passive job search behaviors), the correlations for all model variables are shown in Table 5. The mean for passive job search in this group is 1.52 ($n = 100$, $SD = 1.24$). The mean for active job search is .44 ($n = 100$, $SD = .97$). Both the means for organizational commitment and job satisfaction increased from the overall sample ($M = 3.47$, $n = 97$, $SD = .51$, and $M =$

4.10, $n = 100$, $SD = .81$, respectively). Organizational commitment and job satisfaction are both strongly correlated to intent to turnover ($r = -.65$, $n = 97$, $p < .01$, and $r = -.57$, $n = 100$, $p < .01$, respectively), as they were in the full sample. Only active job search and intent to turnover are significantly correlated with turnover in this group ($r = .57$, $n = 100$, $p < .01$, and $r = .33$, $n = 100$, $p < .01$, respectively). Gender is significantly correlated with active job search in this group ($r = .22$, $n = 100$, $p < .05$).

Table 5: Correlations and Descriptive Statistics for Low Passive Job Search

| Variable | M | S.D. | n | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|------------------------------------|------|------|-----|-------|--------|--------|--------|-------|------|------|
| 1. Turnover | - | - | 100 | 1.00 | | | | | | |
| 2. Active job search ^a | 0.44 | 0.97 | 100 | .57** | 1.00 | | | | | |
| 3. Intent to Turnover | 1.66 | .83 | 100 | .33** | .50** | 1.00 | | | | |
| 4. Passive job search ^a | 1.52 | 1.24 | 100 | .11 | .40** | .44** | 1.00 | | | |
| 5. Organizational Commitment | 3.47 | .51 | 97 | -.15 | -.32** | -.65** | -.35** | 1.00 | | |
| 6. Job Satisfaction | 4.10 | 0.81 | 100 | -.13 | -.21* | -.57** | -.35** | .54** | 1.00 | |
| 7. Gender ^b | 0.18 | 0.39 | 100 | .08 | .22* | .07 | .06 | .09 | -.16 | 1.00 |

^a 5 behavior index ^b 0 for male, 1 for female

**Correlation is significant at the 0.01 level (1-tailed)

*Correlation is significant at the 0.05 level (1-tailed)

Hierarchical linear regression analysis entered all variables in block 1. Results are displayed in Appendix E, and the adjusted $R^2 = .50$ with all predictor variables contributing significantly to the model. The control variable of gender was not significant.

Hierarchical logistic regression analysis entered all variables at block 1. Results are displayed in Appendix E, and the pseudo $R^2 = .53$ ($\chi^2 = 23.62, p = .001$). Only active job search is considered useful to the model, as indicated by the Wald statistic in Appendix E.

The Hosmer and Lemeshow test results are shown in Appendix E, and $\chi^2 = 3.27, p = .92, 8$ df. The data fit the model well. The classification table predicts correct and incorrect estimates based on the dependent variable. A perfectly fit model would predict correctly 100% of the time, classifying cases to the outcome set by the dependent variable. This model set the outcome as “Left the Air Force” and correctly classified cases 95.9% of the time.

The High Passive Job Search group (four or five passive job search behaviors) correlations for all model variables are shown in Table 6. The mean for passive job search in this group is 4.46 ($n = 105, SD = .50$). The mean for active job search is 1.60 ($n = 105, SD = 1.52$). Both the means for organizational commitment and job satisfaction are lower than the overall sample ($M = 3.02, n = 96, SD = .57$, and $M = 3.44, n = 105, SD = .99$), as well as lower than the Low Passive Job Search group. Organizational commitment and job satisfaction both become strongly correlated to intent to turnover ($r = -.57, n = 96, p < .01$, and $r = -.70, n = 105, p < .01$, respectively). Job satisfaction ($r = .20, n = 105, p < .05$) and gender ($r = .17, n = 105, p < .05$) join active job search and intent to turnover with being significantly correlated with turnover in this group ($r = .44, n = 105, p < .01$, and $r = .35, n = 105, p < .01$, respectively). Passive job search is not significantly correlated with intent to turnover in this group.

Table 6: Correlations and Descriptive Statistics for High Passive Job Search

| Variable | M | S.D. | n | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|------------------------------------|------|------|-----|-------|--------|--------|--------|-------|------|------|
| 1. Turnover | - | - | 105 | 1.00 | | | | | | |
| 2. Active job search ^a | 1.60 | 1.52 | 105 | .44** | 1.00 | | | | | |
| 3. Intent to Turnover | 2.86 | 1.26 | 105 | .35** | .19** | 1.00 | | | | |
| 4. Passive job search ^a | 4.46 | .50 | 105 | .19 | .18* | .13 | 1.00 | | | |
| 5. Organizational Commitment | 3.02 | .57 | 96 | -.04 | -.28** | -.57** | -.06 | 1.00 | | |
| 6. Job Satisfaction | 3.44 | .99 | 105 | -.20* | -.25** | -.70** | -.23** | .53** | 1.00 | |
| 7. Gender ^b | 0.12 | 0.33 | 105 | .17* | -.17* | .22* | -.17* | -.02 | -.05 | 1.00 |

^a 5 behavior index ^b 0 for male, 1 for female

**Correlation is significant at the 0.01 level (1-tailed)

*Correlation is significant at the 0.05 level (1-tailed)

Hierarchical linear regression analysis entered all variables in block 1. Results are displayed in Appendix E, and the adjusted $R^2 = .59$ with all predictor variables, except passive job search, contributing significantly to the model. The control variable of gender was significant in this group.

Hierarchical logistic regression analysis entered all variables at block 1. Results are displayed in Appendix E, and the pseudo $R^2 = .48$ ($\chi^2 = 40.23, p < .001$). Organizational commitment, intent to turnover and active job search are considered useful to the model, as indicated by the Wald statistic in Appendix E. The control variable of gender approaches significance at the .10 level.

The Hosmer and Lemeshow test results are shown in Appendix E, and $\chi^2 = 12.80$, $p = .12$, 8 df. The data fit the model well. The classification table predicts correct and incorrect estimates based on the dependent variable. A perfectly fit model would predict correctly 100% of the time, classifying cases to the outcome set by the dependent variable. This model set the outcome as “Left the Air Force” and correctly classified cases 85.4% of the time.

The Low Active Job Search group (one, two, or three active job search behaviors) correlations for all model variables are shown in Table 7. The mean for active job search in this group is .72 ($n = 187$, $SD = .99$). The mean for passive job search is 2.90 ($n = 187$, $SD = 1.77$). Both the means for organizational commitment and job satisfaction are higher than the overall sample and the high passive job search group ($M = 3.28$, $n = 175$, $SD = .57$, and $M = 3.82$, $n = 187$, $SD = .99$), but not the low passive job search group. Organizational commitment and job satisfaction both remain strongly correlated to intent to turnover ($r = -.63$, $n = 175$, $p < .01$, and $r = -.68$, $n = 187$, $p < .01$, respectively). All variables except organizational commitment are significantly correlated with turnover in this group. All variable are significantly correlated with intent to turnover in this group.

Table 7: Correlations and Descriptive Statistics for Low Active Job Search

| Variable | M | S.D. | n | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|------------------------------------|------|------|-----|--------|--------|--------|--------|-------|------|------|
| 1. Turnover | - | - | 187 | 1.00 | | | | | | |
| 2. Active job search ^a | .72 | .99 | 187 | .36** | 1.00 | | | | | |
| 3. Intent to Turnover | 2.16 | 1.15 | 187 | .34** | .39** | 1.00 | | | | |
| 4. Passive job search ^a | 2.90 | 1.77 | 187 | .23** | .48** | .55** | 1.00 | | | |
| 5. Organizational Commitment | 3.28 | .56 | 175 | -.10 | -.42** | -.63** | -.45** | 1.00 | | |
| 6. Job Satisfaction | 3.82 | .91 | 187 | -.18** | -.32** | -.68** | -.42** | .57** | 1.00 | |
| 7. Gender ^b | 0.16 | 0.37 | 187 | .20** | .04 | .16* | -.04 | .04 | -.11 | 1.00 |

^a 5 behavior index ^b 0 for male, 1 for female

**Correlation is significant at the 0.01 level (1-tailed)

*Correlation is significant at the 0.05 level (1-tailed)

Hierarchical linear regression analysis entered all variables in block 1. Results are displayed in Appendix E, and the adjusted $R^2 = .62$ with all predictor variables contributing significantly to the model. The control variable of gender was significant in this group.

Hierarchical logistic regression analysis entered all variables at block 1. Results are displayed in Appendix E, and the pseudo $R^2 = .34$ ($\chi^2 = 35.36, p < .001$).

Organizational commitment, intent to turnover and active job search are considered useful to the model, as indicated by the Wald statistic in Appendix E. The control variable of gender approaches significance at the .10 level.

The Hosmer and Lemeshow test results are shown in Appendix E, and $\chi^2 = 9.69, p = .29, 8$ df. The data fit the model well. The classification table predicts correct and

incorrect estimates based on the dependent variable. A perfectly fit model would predict correctly 100% of the time, classifying cases to the outcome set by the dependent variable. This model set the outcome as “Left the Air Force” and correctly classified cases 89.7% of the time.

The High Active Job Search group (four or five active job search behaviors) contained only 18 cases that met the criteria for inclusion into the group. Correlations for all model variables are presented in Table 8, for comparison purposes. The mean for active job search in this group is 4.33 ($n = 18$, $SD = .49$). The mean for passive job search is 4.28 ($n = 18$, $SD = .75$). Both the means for organizational commitment and job satisfaction are lower than any other group or the overall sample ($M = 2.89$, $n = 18$, $SD = .69$, and $M = 3.11$, $n = 18$, $SD = 1.28$). Organizational commitment and job satisfaction both remain strongly correlated to intent to turnover ($r = -.75$, $n = 18$, $p < .01$, and $r = -.71$, $n = 18$, $p < .01$, respectively). Active job search and passive job search are not significantly correlated with turnover or intent to turnover in this group.

Regression analysis will not be performed on this group, due to the very small sample size ($n = 18$).

Table 8: Correlations and Descriptive Statistics for High Active Job Search

| Variable | M | S.D. | n | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|------------------------------------|------|------|----|-------|------|--------|-------|-------|------|------|
| 1. Turnover | - | - | 18 | 1.00 | | | | | | |
| 2. Active job search ^a | 4.33 | .49 | 18 | -.32 | 1.00 | | | | | |
| 3. Intent to Turnover | 3.44 | 1.42 | 18 | .41* | .16 | 1.00 | | | | |
| 4. Passive job search ^a | 4.28 | .75 | 18 | -.03 | -.11 | -.07 | 1.00 | | | |
| 5. Organizational Commitment | 2.89 | .69 | 18 | -.12 | -.23 | -.75** | .10 | 1.00 | | |
| 6. Job Satisfaction | 3.11 | 1.28 | 18 | -.32 | .03 | -.71** | -.40* | .61** | 1.00 | |
| 7. Gender ^b | 0.06 | 0.24 | 18 | -.54* | -.17 | -.34 | -.42* | .16 | .17 | 1.00 |

^a 5 behavior index ^b 0 for male, 1 for female

**Correlation is significant at the 0.01 level (1-tailed)

*Correlation is significant at the 0.05 level (1-tailed)

For each of the four groups, the exponentiated beta ($\text{Exp } \beta$) of a predictor variable expresses the ratio-change in the odds of the event of interest (leaving the Air Force) for a one-unit change of a predictor, all else held equal. Appendix F displays the $\text{Exp } \beta$ for each group, except high active job search, as well as the probabilities changes of leaving the Air Force for a one- and two-unit increase for any predictor variable significant to at least the .05 level.

Organizational commitment contributed the more than any other factor to changing the odds of leaving the Air Force for the High Passive Job Search and Low Active Job Search groups, with a one-unit probability increase from .50 to .86, and .50 to .80, respectively, holding all other variables equal. As previously discussed, organizational commitment was expected to decrease odds, not increase. Intent to

turnover changes the odds the next greatest amount, in the same groups as organizational commitment. Intent to turnover increased the probability of leaving the Air Force from .50 to .75 in High Passive job Search, and .50 to .74 in Low Active Job Search, holding all other variables equal. Active job search was a significant factor in every group and increased the probability of leaving the Air Force from .50 to .88 in Low Passive Job Search, from .50 to .73 in High Passive Job Search, and from .50 to .72 for Low Active Job Search, holding all other variables equal.

V. Conclusions and Recommendations

Discussion

This research effort explored active and passive job search phases, and whether these behaviors contribute, at different points, to the series of withdrawal decisions and behaviors that employees who leave organizations may engage in (Griffeth, Hom, & Gaertner, 2000). Specifically, general withdrawal cognitions and behaviors, such as job attitudes and passive job search, drive more specific withdrawal intentions and behaviors, such as intent to turnover and active job search. This suggests a dynamic process of job search, where behaviors change over time (Saks & Ashforth, 2000) and the pace of progress through the job search process is unique for each individual (Steel, 2002). Passive job search is defined for this research effort as the behaviors an individual uses that demonstrate a search for information to form an employment goal. Active job search is defined for this research effort as the behaviors an individual uses that demonstrate commitment to pursuing an employment goal. Factor analysis and opinions outside this research effort helped shape each measure, with five behaviors defining each. Intent to turnover was discussed as withdrawal cognition that may follow job search behavior (Mobley, 1977), or precede it (Sager, Griffeth, & Hom, 1998), with this research effort separating job search phases into passive, which precedes intent, and active, which follows it. This positioning implies that intent could be the cognitive element that once fully formed, signals the transition from the passive job search phase to the active one.

Blau (1994) found it interesting that the mean level of preparatory job search was higher across his three samples than the mean level of active job search. Similarly, the mean level of passive job search ($M = 3.02, n = 205, SD = 1.74$) is higher than the mean level of active job search ($M = 1.03, n = 205, SD = 1.40$) for this sample of Air Force CGOs, an insightful difference that is lost when looking only at general job search ($M = 4.06, n = 205, SD = 2.71$). With roughly three out of five behaviors, it is interesting to note the high level of passive job search performed by the sample. Given the nature of military service and the low effort the behaviors of passive job search require, behaviors such as thinking, talking and reading, it is not necessarily surprising. These behaviors can be completed by the individual alone, or in a social environment, such as talking with family and friends. Blau (1994) suggested that preparatory job search does not automatically lead to active job search. Steel (2002) felt that passive scanning for job alternatives did not require any effort on the part of the individual, as they simply received labor market information heard on the news or in conversations with friends or family. This concept fits the passive job search definition in this research effort, where the individual is searching for information to form an employment goal.

Active job search, on the other hand, requires more effort by those individuals, demonstrating the commitment to pursue an employment goal outside of the current organization. These behaviors involve individuals attending employment programs, applying and interviewing for a job, actions that require a deviation from the normal day. Mean levels of active job search were low, with Air Force CGOs in this sample on average, performing roughly one of the five listed behaviors.

The first hypothesis evaluated the separation of active and passive job search, and how passive job search behaviors might lead to intent to leave, and how active job search behaviors might lead to actual turnover. Given the differences on how many passive versus active job search behaviors the average CGO was performing, the separation of the two phases is already providing more information about the sample.

CGOs that left the Air Force acted upon one and a half more active job search behaviors than the average CGO, and about two more than the CGOs that stayed in. Those who left also acted upon about one more passive job search behavior than the average CGO, and about one and half more than those who stayed. CGOs with a higher intent to leave also acted upon one more passive job search behavior than the average CGO, the same difference level as in actual turnover. Active job search did not have the same difference level; CGOs with a higher intent to leave the Air Force acted upon one more active job search behavior than the average CGO, and about one more than those with a lower level of intent to leave. This implies that passive job search behavior has the same relationship with intent as actual turnover, while active job search has more of a relationship with actual turnover than intent, a finding that is similar to Blau (1993, 1994). The lends supports to the modified model (Model 1 in Figure 6), where placing passive job search before both intent to leave and actual turnover implies that higher passive job search leads to higher levels of intent to leave, and on to higher levels of actual turnover, through active job search. Active job search having more of a relationship with actual turnover lends support to it being placed next to actual turnover, and after intent to leave.

Essentially all of the differences noted between passive job search and intent, and active job search and actual turnover would be lost when measuring only general job search. Differences between general job search and actual turnover, and general job search and intent to leave, were about the same. Individual efforts, as indicated by passive and active job search, would not be able to be discerned.

The second hypothesis evaluated the amount of explained variance that passive job search, intent to turnover and active job search contributed, looking at each one's separate contribution beyond the construct preceding it. Passive job search explained 3% more variance in intent to leave than job attitudes alone, compared to the same 3% explained by general job search, a measure with twice as many behaviors. Passive job search pinpoints the most influential behaviors within general job search, and gives insight to the level of individual job search effort with respect to intent to leave.

Regressing active job search on job attitudes, passive job search, and intent did not explain more variance than the similar regression using general job search. While passive job search explained variance in active job search, both job attitudes and intent were not significant, not lending supporting to active job search's following intent to leave as shown in Model 1 of Figure 6. However, given that the five active job search behaviors are contained within general job search, and that general job search did not clearly outperform passive job search when preceding intent to leave, this suggests that those five active job search behaviors may not precede intent to leave either. This pathway is not clear.

Explaining variance in actual turnover resulted in Model 1 with passive and active job search outperforming Model 2 with general job search, using the same 10 behaviors.

Here, active job search is much more useful in predicting turnover than passive job search, and comparatively more useful than general job search, despite it having five less behaviors. This suggests that active job search should be more proximal to actual turnover than either passive job search or general job search; however, the better predictive abilities of both intent to turnover and organizational commitment, when used in this construct, have to be taken into consideration. Again, the pathway is not clear.

Exploratory Analysis

The results of organizational commitment are surprising and concerning. The results indicate that more organizational commitment indicates a higher probability of leaving the Air Force, when active job search or general job search are in to the model. As mentioned previously, positive feelings towards military service may exist even when the member does not seek to make the military a career; however, nothing in the literature review indicated this direction of a relationship. The correlations in the overall sample between organizational commitment and actual turnover was significant and negative, and when used as a single predictor of turnover, lowered the probability of leaving the Air Force. A larger sample may be needed; however, the turnover model with only three predictors still resulted in the unexpected turnover prediction from organizational commitment.

The sample was divided into groups, based on different points in the job search process that an individual would theoretically progress through: Low Passive Job Search, High Passive Job Search, Low Active Job Search, and High Active Job Search (as depicted in Figure 7). The last group, High Active Job Search, resulted in only 18 cases, inhibiting statistical evaluation.

While the groups were not mutually exclusive, the changes in correlations, from low passive up through high active, were interesting. The Low Passive Job Search group did not have a significant correlation between passive job search behaviors, organizational commitment, job satisfaction, and actual turnover, a significant change from the correlations of the entire sample, and no necessarily surprising, when one thinks about this group as not even searching for information for an employment goal outside of the organization. Job attitudes remain correlated to intent. This group also found the strongest correlation between active job search and intent to turnover, and active job search and actual turnover. If an individual made the jump (in theorized job search progress) from low passive job search to active job search, the results were very strong for actual turnover. With only active job search being considered useful, the turnover model for this group correctly classified those leaving the Air Force over 95% of the time.

Looking at the High Passive Job Search group, the correlations of passive job search and intent to turnover, actual turnover, and organizational commitment are no longer significant. The correlation between job satisfaction and intent to turnover has increased significantly in this group. Organizational commitment and turnover remain not significantly correlated. The correlations between passive and active job search is at its lowest in this group. Active job search is correlated far more with actual turnover than intent in this group.

The Low Active Job Search group was the largest, and contained the most correlations, possibly making in the most influential in the overall sample correlations. Active job search is correlated to actual turnover at its lowest level in this group;

however, passive job search becomes correlated with actual turnover in this group, and regains its correlation with intent to turnover.

The progression from group to group is not as clear in either the descriptive statistics or correlations, as it was shown in Figure 7. For example, the mean for passive job search should remain relative high, once an individual theoretically moves into active job search, but the average amount of passive job search behaviors decreases considerably from High Passive Job Search to Low Active Job Search, and increases by as much again in High Active Job Search. This happens with the count of active job search behaviors as well, although not a dramatically. Intent to leave overall increases as expected, following the groups, and both job attitudes decreases, overall, as expected; however, the means change direction slightly when moving from High Passive Job Search to Low Active Job Search. This casts doubt on whether High Passive Job Search and Low Active Job Search are actually different points along the job search process.

Explaining variance in intent to turnover, using the different groups, performed as hypothesized; the Low Passive Job Search group, the group with the least knowledge and experience about job search, explained the least amount of variance in intent to leave. High Passive Job Search explained a little more, and Low Active Job Search explained the most variance in intent, almost to the same level as the overall sample did in hypothesis two. High active job search was not able to be evaluated, due to the very small sample size. Explaining the variance in actual turnover using those groups had the opposite results. The Low Passive Job Search group explained the highest amount of turnover, with each group getting successively worse. Passive job search was not significant in the models for any group; active job search was significant in every model

for each group, with the pseudo R^2 in the low passive job search group explaining almost the same amount of variance in turnover as the overall sample did in hypothesis two.

The findings provide insight on the influence of the different groups on static survey results. Active job search is a stronger influence on actual turnover in the Low Passive Job Search group, than any other group. Along those same lines, passive job search is a stronger influence on intent to leave in the Low Active Job Search group, than it is in any other group.

From the changes in correlations, to the differences in the standardized Betas, job attitudes varied greatly. Job satisfaction peaked in the High Passive Job Search group, while organizational commitment peaked in the Low Passive Job Search group.

Control Variable

Gender was used as a control variable in all models for this research, and achieved significance in only two, during the exploratory analysis of intent to turnover. Gender was significant in the High Passive Job Search and Low Active Job Search groups at the .05 level. Correlations between gender and any other variable of interest were not significant, except in the exploratory analysis. Active job search was positively significantly related to gender in the Low Passive Job Search group, but negatively significantly related to gender in the High Passive Job Search group. Conclusions will therefore be conservative, joining Boswell, Zimmerman, & Brian (2012) in that a consistent role for gender has not been found in job search studies.

Limitations

Job search behaviors loaded on two factors during confirmatory factor analysis, but not the same as previous research found. Two behaviors, “Talked about leaving with your immediate supervisor,” and “Prepared a resume,” did not load on the same conceptual phase in this research as it did for Blau (1994). The populations Blau (1994) studied were registered nurses, insurance employees, pharmaceutical managers, hospital employees, and college students. Potential differences between these populations and the Air Force CGO’s in this research effort center on the authority of an officer’s immediate supervisor and the Air Force not using resumes the same way civilian organizations do for their officers.

Question 74, part *d* asked of if the military member had talked to their immediate supervisor in the past six months to explore the possibility of leaving the military. While the talking aspect of this behavior fits the level of effort intended for passive job search, for military members, their immediate supervisor represents a figure with authority and influence in that officer’s career that may not be equaled in civilian organizations. Air Force officers’ attitudes toward the military and leadership are expected to always be in favor of military goals; anything less may be interpreted as a lack of leadership and reflect in annual performance reports. This unique aspect of military officer service may have lead to this behavior being labeled as active job search, as revealing that one is considering leaving the service to an immediate supervisor shows commitment to pursuing an employment goal.

For Question 74, part *h*, civilian managers are hired or promoted based on a resume. These employees likely achieved their current position in an organization based

on a resumes previously submitted; updating that resume as part of a job search effort is therefore easier. Military members, who have been in the service for at least six years, as the target population for this research, were not hired or promoted based on a resume (except military resumes; Question 74 clearly indicated behaviors for leaving the military). The job search environment that exists today (and in 2008 when this research's survey data was collected) is very different than the one Blau and others explored prior to 1994. Web-based job listing boards, such as Monster.com, began in the mid-1990's and changed the way prospective employers and employees connect (Monster Worldwide, Inc.). While resumes can be uploaded online, and access is easy, a prospective employer will look at far more resumes than hand-delivering or faxing used to bring in. Building a resume that catches the eye of a prospective employer remains a challenge. The act of creating a resume for an Air Force CGO likely signals intent to compete in the civilian labor market, and shows commitment to pursue an employment goal.

Social media has also changed the face of how professionals connect. Belonging to a professional organization has been, and continues to be, a logical way for employees to network. Professional networking social media, such as LinkedIn, started in 2002, have likely not reached their potential yet, as prospective employees and employers explore ways to use the access and technology.

Another limitation is the use of secondary data collected by a third party outside the control of this research effort. Problems with design of the survey could not be controlled, nor could the way the survey was administered. The DMDC has been conducting surveys on behalf of the Office of the Under Secretary of Defense for Personnel and Readiness for at least ten years, and the survey design, administration and

participant selection methods have evolved, and will be assumed to have been conducted in a sound and professional way.

Surveys, like the SOFS of Active Duty Members used in this research, rely on self-reported perceptions of feelings, intentions and memory recall. Common method variance is introduced by the measurement method, such as surveying, and may cause errors when cross-validation of those perceptions is not possible (Podaskoff & Organ, 1986). This biases the estimates of the true relationship of the variables in a theoretical model. Four major sources of common method variance are having a common rater, survey item characteristic effects, item context effects, and measurement context effects (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Common rater stems from the social desirability of a survey respondent who wants to be viewed in a favorable way. Item characteristic effects come from survey question ambiguity, and item context effects result from priming or grouping, the order of how survey questions are asked. Measurement context effects come from survey questions aimed at measuring the dependent and independent variables at the same time. Bias introduced by common method variance is not trivial, but research has indicated its effects are minor in magnitude (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003); therefore, these biases are not expected to have unduly influenced the analysis in this research.

As previously mentioned, 33 cases in the sample set were not able to be verified in the desired tenure range of 6 to 18 years of service, and may limit the results. These 33 were indicated as being over 10 years of service, so the possibility remains that some or all of those cases were between 18 and 20 years of service, and job search activity may be the logical result of a service member preparing for retirement.

Side-by-side comparison of the pseudo R^2 value in logistic regression with the R^2 of linear regression should be made with caution, as these two values do not report variation explained in the model the same way. Use of the pseudo R^2 , and the reported statistics and the table design were done in the same manner as previous research (Griffeth, Steel, Allen, & Bryan, 2005).

Given the force shaping environment that all individuals in the Air Force experienced in the years leading up to the August 2008 SOFS of Active Duty Members, any type of job search activity was likely to be higher overall.

Recommendations for Future Research

Future research using different samples, such as enlisted or civilians is needed, with focus on the transition from passive job search to intent to leave to active job search. This research found conflicting support for that pathway, as modified in Figure 6 (Model 1). Additional research might use the idea that job attitudes are “decoupled” from the job search process, as separate but linked subsystems that influence each other, and can be independently influenced by other factors (Steel, 2002). This decoupling could give insight as the the relationship from job attitudes to turnover, as this research found job attitudes were not significant predictors of turnover.

Future research might look for other factors that could contribute to the high prediction of actual turnover from active job search, from a group that overall had less than the average number of passive job search behaviors. In other words, what made these individuals jump from a low count of passive job search behavior right into a higher than average count of active job search behaviors?

Future research could attempt to evaluate all four different points in the job search process with a more robust sample size, as the High Active Job Search group did not contain enough to analyze. Additional research could explore varying amounts of groups as well, perhaps joining the High Passive Job Search and Low Active Job Search groups into one. A larger sample may resolve the concerning results of Organizational Commitment as well.

Steel (2002) theorized three stages of job search. Future research could explore whether job search better fits his three stages, instead of the two phases used here.

Last, but not least, the job search behaviors used in this research, and as seen in all the studies used for the literature review, are based on measures that are two decades old. Updating these behaviors would better capture the current environment a job searcher uses today. Technology and online networking tools may include both passive and active job search behaviors. Future research could design a more relevant passive and active job search measure.

Summary

Practical Implications

Job search occurs in all organizations. Understanding what constitutes a “normal” level for any organization requires a balance of how often to ask employees to reveal that they are searching, and what level of effort they are putting into it, and the consequences of asking. The current DMDC plan of every two years is likely not often enough. Units in difficult locations, or with unique missions, may seek to understand what average levels of passive and active job search look like in their organizations, rather than at

service or location levels, as the DMDC provides. One way might be to measure passive and active job search behaviors in the Unit Climate Assessment Surveys, using updated behaviors lists that reflect the current environment.

Passive job search gives insight to an individual's intent to leave, more so than active job search. These behaviors should be more relevant to managers than active job search behaviors, since active job search behaviors indicate a commitment to an employment goal outside the organization, and any action on the manager's part may simply be too late. Passive job search occurs before the decision to quit has fully formed, possibly giving the manager time and opportunity to understand what might be leading to those behaviors. Knowing what constitutes a normal level of passive job search for an organization would be important for the manager, as not all job search leads to actually leaving an organization.

From this research, an individual who has a below average level of passive job search behaviors, and an above average level of active job search behaviors is at the highest risk of leaving an organization, despite possibly low levels of intent to leave. This makes being aware of active job search behaviors worthwhile as well.

Theoretical Implications

Based on the literature review, job attitudes in this research had the same negative relationship with general job search as previous research had found, but job attitudes had a stronger negative relationship with the separate phases of job search than previously reported. Organizational commitment and job satisfaction had slight more of a negative relationship with passive job search than active job search. Job satisfaction did not

contribute to actual turnover in this sample, a different finding than expected from previous studies. Placement of passive job search before intent to leave found support in this research effort, as well as placing active job search more proximal to actual turnover than passive job search. The connection from passive job search to intent to leave to active job search, as depicted in Model 1 of Figure 6, however, needs more analysis to better understand the pathway.

Passive job search explained variance in intent to turnover in nearly all the models analyzed, while active job search was a predictor of turnover in all models analyzed, for Air Force CGOs over a 17 month time frame. The sample of Air Force CGO's was selected based on random sampling methods used by DMDC, and are believed to be representative of the entire Air Force CGO population. The findings are expected to be able to be generalized to the entire officer corps with comparable time in service (6 to 18 years). Generalizability to civilian populations, such as mid-level managers, may be limited by the differences noted through the separation of job search behaviors by factor analysis and pilot testing the classification tool, as well as the findings of organizational commitment on turnover for this sample.

While many studies have looked at job search behavior in military populations, this study appears to be unique in looking at the active and passive job search behaviors in a military population. The results presented in this research effort contribute to previous findings by confirming the phases of passive and active job search behaviors in DMDC job search measures, by the phases contributing to both intent to turnover and actual turnover differently, and by finding that active job search behaviors out predict intent to turnover on actual turnover of Air Force CGOs.

Appendix A: Status of Forces Survey (SOFS) of Active Duty Members Long-Term Content Plan

| In-Depth Coverage | | |
|---|---|---|
| Spring-Odd Year | Summer-Odd Year | Fall-Odd Year |
| <p>1. Family Life</p> <ul style="list-style-type: none"> • Family characteristics • Marriage and divorce • Personal stress • Marital/personal discord • Marital satisfaction • Programs for emotional support <p>2. Military Life</p> <ul style="list-style-type: none"> • Tempo-work level • Expectations/lifestyle <p>3. General Financial Health</p> <ul style="list-style-type: none"> • Financial readiness <p>4. Safety</p> <ul style="list-style-type: none"> • Safety practices and procedures, leadership's views and enforcement, and training • Work location | <p>1. Programs and Services</p> <ul style="list-style-type: none"> • Availability and satisfaction (on-base programs) • Schools for children • Details on commissaries and exchanges <p>2. Detailed Housing</p> <ul style="list-style-type: none"> • On/off-base comparison • Satisfaction with housing • Characteristics of housing <p>3. Health Care</p> <ul style="list-style-type: none"> • Satisfaction with aspects of medical and dental benefits <p>4. Military/Civilian Comparison</p> | <p>1. OPS/PERSTEMPO</p> <ul style="list-style-type: none"> • Frequency and duration of deployments • Impact on career intention • Reasons for being away • Concerns while away • Communication with member/family during deployment • Top issues among returning service personnel <p>2. Impact of Deployment</p> <ul style="list-style-type: none"> • Effects of separation on relationships with children and spouse • Reunion phase of returnees • Concerns while away <p>3. PCS Moves</p> <ul style="list-style-type: none"> • Problems • Frequency <p>4. Readiness</p> <ul style="list-style-type: none"> • Unit and individual readiness • Perceptions of joint training • Training facilities • Use of technology <p>5. Off-Duty Education for Service Members</p> <p>6. Location of Taking Survey/Computers Used</p> |
| Spring-Even Year | Summer-Even Year | Fall-Even Year |
| <p>1. Financial Health</p> <ul style="list-style-type: none"> • Debt load and assets • Supplemental social/income programs • Financial planning (e.g., personal financial management) • Financial well-being <p>2. Family Life</p> <ul style="list-style-type: none"> • Family characteristics • Spouse employment • Child care • Education (spouse) • Access to technology <p>3. Compensation</p> <ul style="list-style-type: none"> • Retirement • Adequacy of compensation-relativity comparison to high school classmates | <p>1. Retention</p> <ul style="list-style-type: none"> • Incentives to keep • Perceptions of "up-or-stay" • Transition assistance programs • Promotion expectations • Active vs. passive steps toward leaving the military • Likelihood to recommend service • Impact of deployments on retention • Continuation factors <p>2. Satisfaction</p> <ul style="list-style-type: none"> • Service, lifestyle (e.g., assignments and travel), compensation, programs, etc. <p>3. Transition Assistance</p> <ul style="list-style-type: none"> • Awareness of transition benefits | <p>1. Leadership</p> <ul style="list-style-type: none"> • Perceptions of leadership • Satisfaction with supervision <p>2. Mentoring</p> <p>3. Organizational Culture/Leadership</p> <ul style="list-style-type: none"> • Zero-defect, micromanagement, and/or careerism <p>4. Career Opportunities</p> <ul style="list-style-type: none"> • Career development/expectations • Professional development programs • In-residence vs. correspondence evaluations • Occupational assignments <p>5. Organizational Effectiveness</p> <ul style="list-style-type: none"> • Job satisfaction and morale • Workgroup effectiveness <p>6. Impact of Deployment</p> <ul style="list-style-type: none"> • Effects of separation on relationships with children and spouse • Reunion phase of returnees • Concerns while away <p>7. Location of Taking Survey/Computers Used</p> |

Appendix B: August 2008 Status of Forces Survey for Active Duty Members



Human Resources Strategic Assessment Program (HRSAP)
Information and Technology for Better Decision Making

- You have reached the redirect page for Department of Defense Human Resources Strategic Assessment Program (HRSAP) surveys. You will be redirected to our contractor's web site (a secure .com site run by Data Recognition Corporation) to participate in the survey.
- Please enter your Ticket Number below, then click the Continue button to access your survey.

- If you are not automatically transferred, click on the link below:
<http://www.dodsurvey.net>

Certification

Authorities: [10 USC 1782](#)

Sponsor: [Office of the Under Secretary of Defense for Personnel and Readiness](#)

Report Control Number: DD-P&R(AR) 2145

Contract: M67004-09-0001

Survey Results: <http://www.dmdc.osd.mil/surveys>

August 2008 Status of Forces Survey of Active Duty Members

[Security Protection Advisory](#) [RCS#DD-P&R\(AR\)2145](#)
[Exp. 02/28/11](#)

Welcome!

Thank you for your participation. You have been selected to take a survey on your attitudes and perceptions of personnel policies. When you click the Continue button below, you will be asked to:

- Create a personal PIN.
- Read the Privacy Act Statement.
- Answer some questions giving us your attitudes and opinions about military life.

Thank you, again, for your time and participation.

[Frequently Asked Questions / How to Contact Us](#)

PRIVACY ACT STATEMENT & INFORMED CONSENT INFORMATION FOR AUGUST 2008 STATUS OF FORCES SURVEY OF ACTIVE DUTY MEMBERS

In accordance with the Privacy Act, this notice informs you of the purpose of the Status of Forces Surveys and how the findings of these surveys will be used. It also provides information about the Privacy Act and about informed consent. Please read it carefully.

AUTHORITY: 10 United States Code, Sections 136, 1762, and 2356.

PRINCIPAL PURPOSE: Information collected in this survey will be used to research attitudes and perceptions about personnel programs and policies. This information will assist in the formulation of policies which may be needed to improve the working environment. Reports will be provided to the Office of the Secretary of Defense, each Military Department, and the Joint Chiefs of Staff. Findings will be used in reports and testimony provided to Congress. Some findings may be published by the Defense Manpower Data Center (DMDC) or in professional journals, or presented at conferences, symposia, and scientific meetings. Data could be used in future research and datasets without any identifying information may be analyzed by researchers outside of DMDC. Briefings and reports on results from these surveys will be posted on the following Web site: <http://www.dmdc.osd.mil/surveys/>. In no case will individual identifiable survey responses be reported.

ROUTINE USES: None.

DISCLOSURE: Providing information on this survey is voluntary. Most people take 16-30 minutes to complete the survey. There is no penalty or loss of benefits to which you are entitled if you choose not to respond. However, maximum participation is encouraged so that the data will be complete and representative. Your survey responses will be treated as confidential. Identifying information will be used only by government and contractor staff engaged in, and for purposes of, the survey research. For example, the research oversight office of the Office of the Under Secretary of Defense (Personnel and Readiness) and representatives of the U.S. Army Medical Research and Materiel Command are eligible to review research records as a part of their responsibility to protect human subjects in research. This survey is being conducted for research purposes. If you answer any items and indicate distress or being upset, etc., you will not be contacted for follow-up purposes. However, if a direct threat to harm yourself or others is found in survey comments or communications about the survey, DMDC is legally required to forward information about that threat to an office in your area for appropriate action.

SURVEY ELIGIBILITY AND POTENTIAL BENEFITS: DMDC uses well-established, scientific procedures to select a sample that represents the Defense community. This sampling procedure sets up clusters of people based on combinations of demographic characteristics (e.g., location, gender). You were selected at random from one of these clusters of people. This is your chance to be heard on issues that directly affect you. While there is no benefit just for you for your individual participation, your answers on a survey make a difference. For example, results from previous surveys have played an important role in deliberations on pay rate adjustments, cost of living and housing allowances, and morale and retention programs.

STATEMENT OF RISK: The data collection procedures are not expected to involve any risk or discomfort to you. The only risk to you is accidental or unintentional disclosure of the data you provide. However, the government and its contractors have a number of policies and procedures to ensure that survey data are safe and protected. For example, no identifying information (name, address, Social Security Number) is ever stored in the same file as answers to survey questions. Answers to survey questions may be shared with organizations doing research on DoD personnel but only after minimizing detailed demographic data (for example, paygrade and detailed location information) that could possibly be used to identify an individual. A confidentiality analysis is performed to reduce the risk of there being a combination of demographic variables that can single out an individual. To further minimize this risk, some variables are randomly set to missing. Government and contractor staff members have been trained to protect client identity and are subject to civil penalties for violating your confidentiality.

If you cannot access the Web or experience any other problem with the survey, please e-mail ADSurvey@osd.pentagon.mil or leave a message any time, toll-free, at 1-800-881-5307. If you have concerns about your rights as a research participant, please contact Ms. Caroline Miner, Human Research Protection Program Manager for the Office of the Under Secretary of Defense (P&R), HRPP@tma.osd.mil, (703) 575-2677.

Click 'continue' if you agree to do the survey. Once you start answering the survey, if you desire to withdraw your answers, please notify the Survey Processing Center prior to September 16, 2008 by sending an e-mail to ADSurvey@osd.pentagon.mil or leave a message, toll-free, at 1-800-881-5307. Please include in the e-mail or phone message your name, Ticket Number, and the PIN that you selected when you started this survey. Unless withdrawn, partially completed survey data may be used after that date.

HOW TO CONTACT US

If you have questions or concerns about this survey, you have three ways to contact the Survey Operations Center:

- Call 1-800-881-5307
- Or
- E-mail us using the following link: ADSurvey@osd.pentagon.mil
- Or
- Send us a fax at 1-763-268-3011

FREQUENTLY ASKED QUESTIONS

What is the Status of Forces Survey (SOFS) Program?

- SOFS is a Department of Defense (DoD) personnel survey program that features Web-based surveys sponsored by the Under Secretary of Defense for Personnel and Readiness USD(P&R).
- These surveys enable the DoD, on a regular basis, to quickly and accurately gauge the attitudes and opinions of the entire DoD community—Active Duty or Reserve component members, and DoD civilian employees—on the full range of personnel issues.

Why should I participate?

- This is your chance to be heard on issues that directly affect you. Some examples of topics include: satisfaction with aspects of military life, deployments, transition assistance, access to technology, housing, and injuries.
- Your answers on a survey make a difference. For example, results from previous surveys have played an important role in deliberations on pay rate adjustments, cost of living and housing allowances, and morale and retention programs.

How did you pick me?

- We use well-established, scientific procedures to select a sample that represents the Defense community.
- This sampling procedure sets up clusters of people based on combinations of demographic characteristics (e.g., location, gender).
- You were selected at random from one of these clusters of people.

Why am I being asked to use the Web?

- Web administration enables us to get survey results to senior Defense leaders faster.

Why are you using a .net instead of a .mil domain to field your survey?

- The survey program starts off on a .mil site within DMDC. Next, each person is redirected to a contractor site which uses a .net domain because this makes it as easy as possible for everyone to access the survey, even from a non-government computer. The survey is administered by our contractor, Data Recognition Corporation, an experienced survey operations company.

Do I have to take the survey in one sitting?

- No, it is not necessary to complete the survey in one sitting. Just click the "Save and Return Later" button and the work you completed will be saved.
- When you return to the survey Web site, enter your Ticket Number and PIN to get to the place in the survey where you had stopped.

Can I withdraw my answers once I have started the survey on the Web?

- Once you start answering the survey, if you desire to withdraw your answers, please notify the Survey Processing Center prior to September 16, 2008 by sending an e-mail to ADSurvey@osd.pentagon.mil or leave a message, toll-free, at 1-800-881-5307. Please include in the e-mail or phone message your name, Ticket Number, and the PIN that you selected when you started this survey.

Why does the survey ask personal questions?

- The Defense Manpower Data Center (DMDC) reports not only overall results, but also results by location, gender, etc. To complete these analyses, we must ask respondents for these types of demographic information.
- Analyzing results in this way provides Defense leaders information about the attitudes and concerns of all subgroups of personnel (e.g., US/Overseas, males/females) so that no groups are overlooked.
- Sensitive questions are sometimes also asked about topics like personal finances. Such information will be used to improve personnel policies, programs, and practices. As with all questions on the surveys, your responses will be held in confidence.

Will my answers be kept private?

- Your privacy will be safeguarded in accordance with the Privacy Act of 1974 (Public Law 93-579). [Privacy Act](#).
- Only group statistics will be reported. Individual data will not be reported.

Will I ever see the results of the survey?

- This survey's briefings and reports will be posted on the following Web site:
<http://www.dmdc.osd.mil/surveys/>
- As you complete a survey, there is a section where you can request to be notified by e-mail when results are posted on the Web.

What is DMDC?

- DMDC maintains the largest archive of personnel, manpower, training, and financial data in DoD. It also conducts Joint-Service surveys and operates the Status of Forces Survey Program for the DoD. To learn more, visit the DMDC Web site.

<http://www.dmdc.osd.mil/>

How do I know this is an official, approved DoD survey?

- In accordance with [DoD Instruction 8910.01](#), all data collection in the Department must be licensed and show that license as a Report Control Symbol (RCS) with an expiration date. The RCS for the SOFS is DD-P&R(AR)2145, expiring 02/28/2011.

What is ADSurvey@osd.pentagon.mil?

- The official e-mail address for communicating with Active Duty members about Status of Forces Surveys. "ADSurvey" is short for Active Duty Survey.

ELIGIBILITY

1. In what Service were you on active duty on August 11, 2008?
- Army
 - Navy
 - Marine Corps
 - Air Force
 - None, I have separated or retired

BACKGROUND INFORMATION

2. Are you...?
- Male
 - Female
3. What is your current paygrade? *Mark one.*
- | | | | |
|---|---|---|--|
| <input checked="" type="checkbox"/> E-1 | <input checked="" type="checkbox"/> E-6 | <input checked="" type="checkbox"/> W-1 | <input checked="" type="checkbox"/> O-1/O-1E |
| <input checked="" type="checkbox"/> E-2 | <input checked="" type="checkbox"/> E-7 | <input checked="" type="checkbox"/> W-2 | <input checked="" type="checkbox"/> O-2/O-2E |
| <input checked="" type="checkbox"/> E-3 | <input checked="" type="checkbox"/> E-8 | <input checked="" type="checkbox"/> W-3 | <input checked="" type="checkbox"/> O-3/O-3E |
| <input checked="" type="checkbox"/> E-4 | <input checked="" type="checkbox"/> E-9 | <input checked="" type="checkbox"/> W-4 | <input checked="" type="checkbox"/> O-4 |
| <input checked="" type="checkbox"/> E-5 | | <input checked="" type="checkbox"/> W-5 | <input checked="" type="checkbox"/> O-5 |
| | | | <input checked="" type="checkbox"/> O-6 or above |
4. What is your marital status?
- Married
 - Separated
 - Divorced
 - Widowed
 - Never married
5. [Ask if Q4 = "Divorced" OR Q4 = "Widowed" OR Q4 = "Never married"] How many years have you been in a relationship with your current significant other (that is, your girlfriend or boyfriend)?
- Does not apply; I do not have a girlfriend/boyfriend
 - Less than 1 year
 - 1 year to less than 6 years
 - 6 years to less than 10 years
 - 10 years or more

In the following section, you will be asked questions about your spouse's employment status in enough detail to ensure comparability with national employment surveys.

6. [Ask if Q4 = "Married" OR Q4 = "Separated"] Is your spouse currently serving on active duty (not a member of the National Guard or Reserve)?
- Yes
 - No
7. [Ask if (Q4 = "Married" OR Q4 = "Separated") AND Q6 = "No"] Is your spouse currently serving as a member of the National Guard or Reserve in a full-time, active duty program (AGR/FTS/AR)?
- Yes
 - No
8. [Ask if (Q4 = "Married" OR Q4 = "Separated") AND Q6 = "No" AND Q7 = "No"] Is your spouse currently serving as a member of another type of National Guard or Reserve unit (e.g., drilling unit, Individual Mobilization Augmentee (IMA), Individual Ready Reserve (IRR))?
- Yes
 - No
9. [Ask if (Q4 = "Married" OR Q4 = "Separated") AND Q6 = "No" AND Q7 = "No"] Last week, did your spouse do any work for pay or profit? Mark "Yes" even if your spouse worked only one hour, or helped without pay in a family business or farm for 15 hours or more.
- Yes
 - No
10. [Ask if (Q4 = "Married" OR Q4 = "Separated") AND Q6 = "No" AND Q7 = "No" AND Q9 = "No"] Last week, was your spouse temporarily absent from a job or business?
- Yes, on vacation, temporary illness, labor dispute, etc.
 - No
11. [Ask if (Q4 = "Married" OR Q4 = "Separated") AND Q6 = "No" AND Q7 = "No" AND Q9 = "No" AND Q10 = "No"] Has your spouse been looking for work during the last 4 weeks?
- Yes
 - No

12. [Ask if Q4 = "Married" OR Q4 = "Separated" AND Q6 = "No" AND Q7 = "No" AND Q9 = "No" AND Q10 = "No" AND Q11 = "Yes"] **Last week, could your spouse have started a job if offered one, or returned to work if recalled?**
- Yes, could have gone to work
 - No, because of his/her temporary illness
 - No, because of other reasons (in school, etc.)

13. **What is the highest degree or level of school that you have completed? Mark the one answer that describes the highest grade or degree that you have completed.**
- 12 years or less of school (no diploma)
 - High school graduate---traditional diploma
 - High school graduate---alternative diploma (home school, GED, etc.)
 - Some college credit, but less than 1 year
 - 1 or more years of college, no degree
 - Associate's degree (e.g., AA, AS)
 - Bachelor's degree (e.g., BA, AB, BS)
 - Master's, doctoral, or professional school degree (e.g., MA, MS, MEd, MEng, MBA, MSW, PhD, MD, JD, DVM, EdD)

For the next questions, the definition of "child, children, or other legal dependents" includes anyone in your family, except your spouse, who has, or is eligible to have, a Uniformed Services Identification and Privilege card (also called a military ID card) or is eligible for military health care benefits, and is enrolled in the Defense Enrollment Eligibility Reporting System (DEERS).

14. **Do you have a child, children, or other legal dependents based on the definition above?**

- Yes
- No

15. [Ask if Q14 = "Yes"] **How many children or other legal dependents do you have in each age group? Mark one answer in each row. To indicate none, select "0". To indicate nine or more, select "9".**

| | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a. 5 years and younger | <input type="radio"/> |
| b. 6 - 13 years old | <input type="radio"/> |
| c. 14 - 18 years old | <input type="radio"/> |
| d. 19 - 22 years old | <input type="radio"/> |
| e. 23 years and older | <input type="radio"/> |

16. **Are you Spanish/Hispanic/Latino?**

- No, not Spanish/Hispanic/Latino
- Yes, Mexican, Mexican-American, Chicano, Puerto Rican, Cuban, or other Spanish/Hispanic/Latino

17. **What is your race? Mark one or more races to indicate what race you consider yourself to be.**

- White
- Black or African-American
- American Indian or Alaska Native
- Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, or Vietnamese)
- Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian, or Chamorro)

18. **Where is your permanent duty station (homeport) located?**

- In one of the 50 states, D.C., Puerto Rico, or a U.S. territory or possession
- Europe (e.g., Bosnia Herzegovina, Germany, Italy, Serbia, United Kingdom)
- Former Soviet Union (e.g., Russia, Tajikistan, Uzbekistan)
- East Asia and Pacific (e.g., Australia, Japan, Korea)
- North Africa, Near East, or South Asia (e.g., Bahrain, Diego Garcia, Kuwait, Saudi Arabia)
- Sub-Saharan Africa (e.g., Kenya, South Africa)
- Western Hemisphere (e.g., Cuba, Honduras, Peru)
- Other or not sure

[Ask if Q18 = "In one of the 50 states, D.C., Puerto Rico, or a U.S. territory or possession"]

Please select from the list below your permanent duty station location (homeport) within one of the 50 states, D.C., Puerto Rico, or a U.S. territory or possession.

[Ask if Q18 = "Other or not sure"] **Please specify the name of the country or installation where your permanent duty station (homeport) is located.**

19. Where do you live at your permanent duty station?

- Aboard ship
- Barracks/dorm/BEQ/UEPH/BOQ/UOPH military facility
- Military family housing, on base
- Military family housing, off base
- Privatized military housing that you rent on base
- Privatized military housing that you rent off base
- Civilian/community housing that you own or pay mortgage on
- Civilian/community housing that you rent
- Other

[Ask if Q19 = "Other"] Please specify where you live at your permanent duty station.

SATISFACTION

20. Taking all things into consideration, how satisfied are you, in general, with each of the following aspects of being in the military?

| | Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very satisfied |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. Your total compensation (i.e., base pay, allowances, and bonuses) | <input checked="" type="checkbox"/> |
| b. The type of work you do in your military job | <input checked="" type="checkbox"/> |
| c. Your opportunities for promotion | <input checked="" type="checkbox"/> |
| d. The quality of your coworkers | <input checked="" type="checkbox"/> |
| e. The quality of your supervisor | <input checked="" type="checkbox"/> |

21. Overall, how satisfied are you with the military way of life?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

RETENTION

22. How many years of active duty service have you completed (including enlisted, warrant officer, and commissioned officer time)? To indicate less than one year, enter "0". To indicate 35 years or more, enter "35".

 Years

23. Suppose that you have to decide whether to stay on active duty. Assuming you could stay, how likely is it that you would choose to do so?

- Very likely
- Likely
- Neither likely nor unlikely
- Unlikely
- Very unlikely

24. [Ask if (Q4 = "Married" OR Q4 = "Separated") OR (Q5 = "Less than 1 year" OR Q5 = "1 year to less than 6 years" OR Q5 = "6 years to less than 10 years" OR Q5 = "10 years or more"))] Does your spouse or significant other think you should stay on or leave active duty?

- Strongly favors staying
- Somewhat favors staying
- Has no opinion one way or the other
- Somewhat favors leaving
- Strongly favors leaving

25. Does your family think you should stay on or leave active duty?

- Strongly favors staying
- Somewhat favors staying
- Has no opinion one way or the other
- Somewhat favors leaving
- Strongly favors leaving

26. To what extent do you agree or disagree with the following statements?

| | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. I enjoy serving in the military | <input checked="" type="checkbox"/> |
| b. Serving in the military is consistent with my personal goals | <input checked="" type="checkbox"/> |
| c. If I left the military, I would feel like I am starting all over again | <input checked="" type="checkbox"/> |
| d. I would feel guilty if I left the military | <input checked="" type="checkbox"/> |
| e. Generally, on a day-to-day basis, I am happy with my life in the military | <input checked="" type="checkbox"/> |
| f. It would be difficult for me to leave the military and give up the benefits that are available in the Service | <input checked="" type="checkbox"/> |
| g. I would not leave the military right now because I have a sense of obligation to the people in it | <input checked="" type="checkbox"/> |
| h. I really feel as if the military's values are my own | <input checked="" type="checkbox"/> |
| i. I would have difficulty finding a job if I left the military | <input checked="" type="checkbox"/> |
| j. Generally, on a day-to-day basis, I am proud to be in the military | <input checked="" type="checkbox"/> |
| k. If I left the military, I would feel like I had let my country down | <input checked="" type="checkbox"/> |
| l. I continue to serve in the military because leaving would require considerable sacrifice | <input checked="" type="checkbox"/> |
| m. I feel like being a member of the military can help me achieve what I want in life | <input checked="" type="checkbox"/> |
| n. One of the problems with leaving the military would be the lack of available alternatives | <input checked="" type="checkbox"/> |
| o. I am committed to making the military my career | <input checked="" type="checkbox"/> |

27. When you leave active duty, how likely is it that you will join a National Guard or Reserve unit?

- Does not apply, retiring or otherwise ineligible
- Very likely
- Likely
- Neither likely nor unlikely
- Unlikely
- Very unlikely

TEMPO

28. Have you ever made a Permanent Change of Station (PCS)?

- Yes
- No

29. [Ask if Q28 = "Yes"] How many months has it been since your last PCS? To indicate less than one month, enter "0". To indicate more than 99 months, enter "99".

Months

30. In the past 12 months, how many days have you had to work longer than your normal duty day (i.e., overtime)? To indicate none, enter "0".

Days

31. In the past 12 months, how many nights have you been away from your permanent duty station (homeport) because of your military duties? To indicate none, enter "0".

Nights

32. In the past 24 months, have you been deployed longer than 30 consecutive days?

- Yes
- No

33. [Ask if Q32 = "Yes"] Are you currently on a deployment that has lasted longer than 30 consecutive days?

- Yes
- No

34. [Ask if Q33 = "Yes"] Where are you currently deployed?

- In one of the 50 states, D.C., Puerto Rico, or a U.S. territory or possession
- Afghanistan
- Iraq
- Other North African, Near Eastern or South Asian country (e.g., Bahrain, Diego Garcia, Kuwait, Saudi Arabia)
- Europe (e.g., Bosnia-Herzegovina, Germany, Italy, Serbia, United Kingdom)
- Former Soviet Union (e.g., Russia, Tajikistan, Uzbekistan)
- East Asia and Pacific (e.g., Australia, Japan, Korea)
- Sub-Saharan Africa (e.g., Kenya, Liberia, South Africa)
- Western Hemisphere (e.g., Cuba, Honduras, Peru)
- Other or not sure

[Ask if Q34 = "In one of the 50 states, D.C., Puerto Rico, or a U.S. territory or possession."] Please select from the list below your deployment location within one of the 50 states, D.C., Puerto Rico, or a U.S. territory or possession.

[Ask if Q34 = "Other or not sure"] Please enter the name of the country or installation where you are currently deployed.

35. In the past 12 months, have you spent more or less time away from your permanent duty station (homeport) than you expected when you first entered the military?

- Much more than expected
- More than expected
- Neither more nor less than expected
- Less than expected
- Much less than expected

36. What impact has time away (or lack thereof) from your permanent duty station (homeport) in the past 12 months had on your military career intentions?

- Greatly increased your desire to stay
- Increased your desire to stay
- Neither increased nor decreased your desire to stay
- Decreased your desire to stay
- Greatly decreased your desire to stay

READINESS

37. Overall, how well prepared are you to perform your wartime job?

- Very well prepared
- Well prepared
- Neither well nor poorly prepared
- Poorly prepared
- Very poorly prepared

38. Overall, how well prepared is your unit to perform its wartime mission?

- Very well prepared
- Well prepared
- Neither well nor poorly prepared
- Poorly prepared
- Very poorly prepared

39. How well has your training prepared you to perform your wartime job?

- Very well
- Well
- Neither well nor poorly
- Poorly
- Very poorly

40. How well has your training prepared you to perform your wartime job in support of joint operations?

- Very well
- Well
- Neither well nor poorly
- Poorly
- Very poorly

STRESS

41. Overall, how would you rate the current level of stress in your work life?

- Much less than usual
- Less than usual
- About the same as usual
- More than usual
- Much more than usual

42. Overall, how would you rate the current level of stress in your personal life?

- Much less than usual
- Less than usual
- About the same as usual
- More than usual
- Much more than usual

43. In the past month, how often have you...

| | Never | Almost never | Sometimes | Fairly often | Very often |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. Felt nervous and stressed? | <input checked="" type="checkbox"/> |
| b. Felt that you were unable to control the important things in your life? | <input checked="" type="checkbox"/> |
| c. Been upset because of something that happened unexpectedly? | <input checked="" type="checkbox"/> |
| d. Been angered because of things that were outside of your control? | <input checked="" type="checkbox"/> |
| e. Felt difficulties were piling up so high that you could not overcome them? | <input checked="" type="checkbox"/> |
| f. Found that you could not cope with all of the things you had to do? | <input checked="" type="checkbox"/> |

DEPLOYMENTS SINCE SEPTEMBER 11, 2001

44. Since September 11, 2001, how many times have you been deployed for any of the following operations? *Mark one answer in each row. To indicate none, select "0 times".*

| | 0 times | 1 time | 2 times | 3 or more times |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. Operation Noble Eagle (airport security) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Operation Enduring Freedom (Afghanistan) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Operation Iraq Freedom | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Other | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q44 d > 0] Please specify the other operation for which you were deployed since September 11, 2001.

45. [Ask if Q44 a > "0" OR Q44 b > "0" OR Q44 c > "0" OR Q44 d > "0"] Since September 11, 2001, how many times have you been deployed?

 Times

46. [Ask if Q44 a > "0" OR Q44 b > "0" OR Q44 c > "0" OR Q44 d > "0"] Since September 11, 2001, what is the total number of days you have been away from your permanent duty station (homeport)?

 Days

47. [Ask if Q44 a > "0" OR Q44 b > "0" OR Q44 c > "0" OR Q44 d > "0"] Since September 11, 2001, have you been deployed to a combat zone or an area where you drew imminent danger pay or hostile fire pay?

- Yes
- No

48. [Ask if Q47 = "Yes"] Since September 11, 2001, how many days have you been deployed to a combat zone?

 Days

49. [Ask if Q47 = "Yes"] **For your most recent deployment**, how many months have you been or were you deployed to an area where you drew imminent danger pay or hostile fire pay? **Include partial months.** For example, if you were deployed to a combat zone for 2 days, and those days were in different months, enter "2".

Months

50. [Ask if Q44 a > "0" OR Q44 b > "0" OR Q44 c > "0" OR Q44 d > "0"] **Were you involved in combat operations?**

- Yes
- No

51. [Ask if Q33 = "Yes" AND Q47 = "Yes"] **Are you currently deployed to a combat zone or an area where you are drawing imminent danger pay or hostile fire pay?**

- Yes
- No

52. [Ask if Q44 a > "0" OR Q44 b > "0" OR Q44 c > "0" OR Q44 d > "0"] **Were any of your deployments since September 11, 2001 longer than you expected?**

- Yes
- No

53. **Since September 11, 2001, have you been under stop-loss at any time?**

- Yes
- No

MILITARY ONESOURCE

54. In the **past 12 months**, have you used the confidential Military OneSource in the following ways to obtain information or services? **Mark "Yes" or "No" for each item.**

| | Yes | No |
|--|-------------------------------------|-------------------------------------|
| a. Accessed www.MilitaryOneSource.com | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. E-mailed Military OneSource | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Talked on the telephone with a Military OneSource consultant (1-800-342-9647) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Used Military OneSource to arrange face-to-face counseling session(s) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

55. [Ask if Q54 a = "Yes"] **How useful was Military OneSource.com?**

- Very useful
- Useful
- Somewhat useful
- Not useful

56. [Ask if Q54 b = "Yes"] **How useful was e-mail communication with a Military OneSource consultant?**

- Very useful
- Useful
- Somewhat useful
- Not useful

57. [Ask if Q54 c = "Yes"] **How useful was the Military OneSource confidential telephonic counseling?**

- Very useful
- Useful
- Somewhat useful
- Not useful

58. [Ask if Q54 d = "Yes"] **How useful were the Military OneSource in-person counseling referrals?**

- Very useful
- Useful
- Somewhat useful
- Not useful

59. [Ask if Q54 a = "Yes" OR Q54 b = "Yes" OR Q54 c = "Yes" OR Q54 d = "Yes"] **Please rate Military OneSource (1-800-342-9647) on the following issues. If you have not used the feature, please select "Not applicable". Mark one for each row.**

| | Very useful | Useful | Somewhat useful | Not useful | Not applicable |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. Personal and relationship issues | <input checked="" type="checkbox"/> |
| b. Child care and parenting issues | <input checked="" type="checkbox"/> |
| c. Deployment and reunion issues | <input checked="" type="checkbox"/> |
| d. Education for children (K-12, college, and special needs) | <input checked="" type="checkbox"/> |

| | Very useful | Useful | Somewhat useful | Not useful | Not applicable |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| e. Spouse training, education, and career..... | <input checked="" type="checkbox"/> |
| f. Elder care issues..... | <input checked="" type="checkbox"/> |
| g. Money matters..... | <input checked="" type="checkbox"/> |
| h. Legal issues..... | <input checked="" type="checkbox"/> |
| i. Relocation..... | <input checked="" type="checkbox"/> |
| j. Transition to civilian life..... | <input checked="" type="checkbox"/> |
| k. Healthy habits..... | <input checked="" type="checkbox"/> |
| l. Translation assistance..... | <input checked="" type="checkbox"/> |

60. In the **past 12 months**, have you and/or your spouse used Military OneSource for financial counseling?
- Yes
- No

DETAILED RETENTION

61. In which term of service are you currently serving?
- I am on indefinite status
- I am on stop-loss
- I am an officer serving an obligation
- 1st enlistment or an extension of 1st enlistment
- 2nd or later enlistment (including extensions)

62. [Ask if Q61 = "I am an officer serving an obligation" OR Q61 = "1st enlistment or an extension of 1st enlistment" OR Q61 = "2nd or later enlistment including extensions"] **How much time remains in your current enlistment term (including extensions) or service obligation?**
- Less than 3 months
- 3 months to less than 7 months
- 7 months to less than 1 year
- 1 year to less than 2 years
- 2 years to less than 3 years
- 3 years or more
63. [Ask if Q3 = "E-1" OR Q3 = "E-2" OR Q3 = "E-3" OR Q3 = "E-4" OR Q3 = "E-5" OR Q3 = "E-6" OR Q3 = "E-7" OR Q3 = "E-8" OR Q3 = "E-8"] **At the end of your current enlistment, would the offer of a re-enlistment bonus affect your decision for an additional 3-year enlistment?**
- Does not apply, I will not be eligible to re-enlist (e.g., high year of tenure, age limits)
- Yes, I would re-enlist if the bonus was big enough
- No, I would re-enlist with or without a bonus
- No, I would not re-enlist regardless of the size of the bonus
64. [Ask if Q3 = "O-1/O-1E" OR Q3 = "O-2/O-2E" OR Q3 = "O-3/O-3E" OR Q3 = "O-4" OR Q3 = "O-5" OR Q3 = "O-6 or above"] **Would you be willing to accept an additional 3-year, active duty service commitment if you were offered a monetary bonus?**
- Does not apply, I will have reached high year of tenure or maximum retirement age in less than 3 years
- Yes, I would accept a service commitment if the bonus was big enough
- No, I would accept a service commitment with or without a bonus
- No, I would not accept a service commitment regardless of the size of the bonus
65. [Ask if Q63 = "Yes, I would reenlist if the bonus were big enough"] **What is the minimum re-enlistment bonus that you would accept for an additional 3-year enlistment?**
- 00 Dollars
66. [Ask if Q64 = "Yes, I would accept a service commitment if the bonus were big enough"] **What is the minimum monetary bonus that you would accept for an additional 3-year active duty service commitment?**
- 00 Dollars

67. How likely is it that you would be allowed to stay on active duty service at the end of your current term or service obligation?

- Very likely
- Likely
- Neither likely nor unlikely
- Unlikely
- Very unlikely

68. [Ask if Q22 < 20] If you could stay on active duty as long as you want, how likely is it that you would choose to serve in the military for at least 20 years?

- Very likely
- Likely
- Neither likely nor unlikely
- Unlikely
- Very unlikely

69. When you finally leave active duty, how many total years of service do you expect to have? To indicate less than one year, enter "0". To indicate thirty-five or more, enter "35".

Years

70. Think back to when you first entered active duty. How much did each of the following contribute to your decision to join?

| | Very great influence | Great influence | Some influence | Little influence | Not at all |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. Training in skills useful for civilian employment..... | <input checked="" type="checkbox"/> |
| b. Challenging or interesting work..... | <input checked="" type="checkbox"/> |
| c. Get away from family, personal situation, or home town..... | <input checked="" type="checkbox"/> |
| d. Test yourself physically or mentally..... | <input checked="" type="checkbox"/> |
| e. Travel and new experiences..... | <input checked="" type="checkbox"/> |
| f. Money for college, college repayment, education benefits, and opportunities..... | <input checked="" type="checkbox"/> |
| g. Time to figure out what you wanted to do..... | <input checked="" type="checkbox"/> |
| h. Retirement pay..... | <input checked="" type="checkbox"/> |
| i. Health care benefits..... | <input checked="" type="checkbox"/> |

| | Very great influence | Great influence | Some influence | Little influence | Not at all |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| j. Desire to serve your country..... | <input checked="" type="checkbox"/> |
| k. Security and stability of the job..... | <input checked="" type="checkbox"/> |
| l. Personal development, growth, and maturity..... | <input checked="" type="checkbox"/> |
| m. Military tradition in your family..... | <input checked="" type="checkbox"/> |

71. Suppose that you have to decide whether to stay on active duty. Which of the following would be the most important factor in this decision? Select one item from the list below.

[Ask if Q71 = "Other"] Please specify the most important factor in your decision.

72. Suppose that you have to decide whether to stay on active duty. Which of the following would be the second most important factor in this decision?

[Ask if Q72 = "Other"] Please specify the second most important factor in your decision.

73. Suppose that you have to decide whether to stay on active duty. Which of the following would be the third most important factor in this decision?

[Ask if Q73 = "Other"] Please specify the third most important factor in your decision.

74. During the past 6 months, have you done any of the following to explore the possibility of leaving the military? Mark "Yes" or "No" for each item.

| | Yes | No |
|---|-------------------------------------|-------------------------------------|
| a. Thought seriously about leaving the military..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Wondered what life might be like as a civilian..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Discussed leaving and/or civilian opportunities with family members or friends..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Talked about leaving with your immediate supervisor..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Gathered information on education programs or colleges..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. Gathered information about civilian job options (e.g., read newspaper ads, attended a job fair)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. Attended a program that helps people prepare for civilian employment..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| h. Prepared a resume..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| i. Applied for a job..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| j. Interviewed for a job..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| k. Attended pre-separation briefing or a Transition Assistance Program (TAP)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

75. If you were to leave active duty in the next 12 months, what would be your primary activity?

- Attend a college or university
- Work for a civilian company or organization
- Work in a civilian government job (local, state, or federal)
- Manage or work in family business
- Become self-employed in your own business or profession
- Become a homemaker/housewife/househusband
- Go into full-time retirement
- Not sure
- Other

The Department of Defense has been considering the elimination of the "up-or-out" rule for officers, thereby allowing officers passed over for promotion to stay on active duty.

76. [Ask if Q3 = "O-1/O-1E" OR Q3 = "O-2/O-2E" OR Q3 = "O-3/O-3E" OR Q3 = "O-4" OR Q3 = "O-5" OR Q3 = "O-6 or above"] What impact do you believe such a policy change to the "up-or-out" rule would have on the morale of the officer corps as a whole?

- Definitely improve morale
- Probably improve morale
- Neither improve nor lower morale
- Probably lower morale
- Definitely lower morale

77. [Ask if Q3 = "O-1/O-1E" OR Q3 = "O-2/O-2E" OR Q3 = "O-3/O-3E" OR Q3 = "O-4" OR Q3 = "O-5" OR Q3 = "O-6 or above"] What impact do you believe such a policy change to the "up-or-out" rule would have on the quality of the officer corps as a whole?

- Definitely improve quality
- Probably improve quality
- Neither improve nor lower quality
- Probably lower quality
- Definitely lower quality

DEPLOYMENTS

78. When you first entered the military, were you told...

| | Definitely yes | Probably yes | Not sure | Probably not | Definitely not |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. It was possible you would be deployed during your time in service?..... | <input checked="" type="checkbox"/> |
| b. It was possible you would be deployed to hostile or dangerous locations during your time in service?..... | <input checked="" type="checkbox"/> |

79. When you first entered the military, how likely did you think it was that you would be deployed in the first 4 years?
- Very likely
 - Likely
 - Neither likely nor unlikely
 - Unlikely
 - Very unlikely
80. When you first entered the military, how likely did you think it was that you would be deployed in your career?
- Very likely
 - Likely
 - Neither likely nor unlikely
 - Unlikely
 - Very unlikely
81. When you first entered the military, how likely did you think it was that you would be deployed to dangerous places in the first 4 years?
- Very likely
 - Likely
 - Neither likely nor unlikely
 - Unlikely
 - Very unlikely
82. When you first entered the military, how likely did you think it was that you would be deployed to dangerous places in your career?
- Very likely
 - Likely
 - Neither likely nor unlikely
 - Unlikely
 - Very unlikely
83. In your career, how many times have you been deployed longer than 30 days? *To indicate none, enter "0".*
- Times
84. [Ask if Q83 > 0] In your career, how many times have you been deployed longer than 30 days to hostile locations?
- Times
85. How has the number of non-hostile deployments (or lack thereof) impacted your desire to stay in the military?
- Greatly increased your desire to stay
 - Increased your desire to stay
 - Neither increased nor decreased your desire to stay
 - Decreased your desire to stay
 - Greatly decreased your desire to stay
86. [Ask if Q85 = "Greatly increased your desire to stay" OR Q85 = "Increased your desire to stay" OR Q85 = "Decreased your desire to stay" OR Q85 = "Greatly decreased your desire to stay"] Is this change in your desire to stay because there were too few or too many non-hostile deployments?
- Too few
 - Too many
87. How has the number of hostile deployments (or lack thereof) impacted your desire to stay in the military?
- Greatly increased your desire to stay
 - Increased your desire to stay
 - Neither increased nor decreased your desire to stay
 - Decreased your desire to stay
 - Greatly decreased your desire to stay
88. [Ask if Q87 = "Greatly increased your desire to stay" OR Q87 = "Increased your desire to stay" OR Q87 = "Decreased your desire to stay" OR Q87 = "Greatly decreased your desire to stay"] Is this change in your desire to stay because there were too few or too many hostile deployments?
- Too few
 - Too many

89. [Ask if Q83 > 0] How satisfied were you with the care your family received from the military community during your most recent deployment?

- Does not apply, I did not have a spouse or other dependents during my most recent deployment
- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

90. [Ask if Q89 = "Very satisfied" OR Q89 = "Satisfied"] Please specify why you were satisfied with the care your family received from the military community during your most recent deployment.

91. [Ask if Q89 = "Very dissatisfied" OR Q89 = "Dissatisfied"] Please specify why you were dissatisfied with the care your family received from the military community during your most recent deployment.

92. [Ask if Q83 > 0] How satisfied were you with the care your family received from the civilian community during your most recent deployment?

- Does not apply, I did not have a spouse or other dependents during my most recent deployment
- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

93. [Ask if Q92 = "Very satisfied" OR Q92 = "Satisfied"] Please specify why you were satisfied with the care your family received from the civilian community during your most recent deployment.

94. [Ask if Q92 = "Very dissatisfied" OR Q92 = "Dissatisfied"] Please specify why you were dissatisfied with the care your family received from the civilian community during your most recent deployment.

95. [Ask if Q44 a > "0" OR Q44 b > "0" OR Q44 c > "0" OR Q44 d > "0"] To what extent have the following MWR support items improved your quality of life while deployed?

| | Very large extent | Large extent | Moderate extent | Small extent | Not at all |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. Books | <input checked="" type="checkbox"/> |
| b. DVDs, CDs, videos..... | <input checked="" type="checkbox"/> |
| c. Magazines and newspapers..... | <input checked="" type="checkbox"/> |
| d. Access to Internet and e-mail..... | <input checked="" type="checkbox"/> |
| e. "Read to the Kids" program..... | <input checked="" type="checkbox"/> |
| f. Fitness equipment..... | <input checked="" type="checkbox"/> |
| g. Recreation activities..... | <input checked="" type="checkbox"/> |
| h. E-books, audio books, playaways | <input checked="" type="checkbox"/> |
| i. Other | <input checked="" type="checkbox"/> |

[Ask if Q44 a > "0" OR Q44 b > "0" OR Q44 c > "0" OR Q44 d > "0" AND (Q95 i = "Very large extent" OR Q95 i = "Large extent" OR Q95 i = "Moderate extent" OR Q95 i = "Small extent") Please specify the other MWR support items that improved your quality of life while deployed.

96. [Ask if Q44 a > "0" OR Q44 b > "0" OR Q44 c > "0" OR Q44 d > "0"] How have the following deployment-related issues impacted your desire to stay in the military?

| | Greatly decreased my desire to stay | Decreased my desire to stay | Neither increased nor decreased my desire to stay | Increased my desire to stay | Greatly increased my desire to stay |
|---|-------------------------------------|-------------------------------------|---|-------------------------------------|-------------------------------------|
| a. Care your family received from the <u>military</u> community during your most recent deployment..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Care your family received from the <u>civilian</u> community during your most recent deployment..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Ability to communicate with your family..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Family stress while you were deployed..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Marital stress while you were deployed..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. Length of deployments..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. Frequency of deployments..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| h. Deployment pays..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| i. Financial stress..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| j. Other..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if (Q44 a > "0" OR Q44 b > "0" OR Q44 c > "0" OR Q44 d > "0") AND (Q96 j = "Greatly increased my desire to stay" OR Q96 j = "Increased my desire to stay" OR Q96 j = "Decreased my desire to stay" OR Q96 j = "Greatly decreased by desire to stay")] Please specify the other deployment-related issues that have affected your desire to stay in the military.

SATISFACTION WITH ASPECTS OF MILITARY LIFE

97. How satisfied are you with each of the following aspects of military life?

| | Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very satisfied |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. Type of assignments received..... | <input checked="" type="checkbox"/> |
| b. Frequency of PCS moves..... | <input checked="" type="checkbox"/> |
| c. Deployments..... | <input checked="" type="checkbox"/> |
| d. Other military duties that take you away from your permanent duty station..... | <input checked="" type="checkbox"/> |
| e. Military values, lifestyle, and tradition..... | <input checked="" type="checkbox"/> |
| f. Amount of enjoyment from your job..... | <input checked="" type="checkbox"/> |
| g. Your personal workload..... | <input checked="" type="checkbox"/> |
| h. Training and professional development..... | <input checked="" type="checkbox"/> |
| i. Off-duty educational opportunities..... | <input checked="" type="checkbox"/> |
| j. Job security..... | <input checked="" type="checkbox"/> |
| k. Amount of personal and family time you have..... | <input checked="" type="checkbox"/> |

98. How would you rate your current level of morale?

- Very high
- High
- Moderate
- Low
- Very low

99. How would you rate the current level of morale in your unit?

- Very high
- High
- Moderate
- Low
- Very low

100. To what extent do you agree or disagree with the following statements about your unit?

| | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. Service members in your unit really care about each other..... | <input checked="" type="checkbox"/> |
| b. Service members in your unit work well as a team..... | <input checked="" type="checkbox"/> |
| c. Service members in your unit pull together to get the job done..... | <input checked="" type="checkbox"/> |
| d. Service members in your unit trust each other..... | <input checked="" type="checkbox"/> |

TRANSITION ASSISTANCE

101. In 1992, the Services began offering programs to assist Service members in making the transition to civilian life. Does your current permanent duty station offer such a program?

- Yes
- No
- Don't know

102. When you leave the Service, how likely is it that you will participate in the Transition Assistance Program to help you transition to civilian life?

- Very likely
- Likely
- Neither likely nor unlikely
- Unlikely
- Very unlikely

103. Have you been provided with information on the following topics as they relate to transition assistance? Mark "Yes" or "No" for each item.

| | Yes | No |
|---|-------------------------------------|-------------------------------------|
| a. Employment assistance..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Unemployment Compensation for Ex-Servicemen..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Relocation assistance..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Personal financial management..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

| | Yes | No |
|--|-------------------------------------|-------------------------------------|
| e. Return, reunion, and reintegration..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

104. Are you aware of your eligibility for unemployment benefits?

- Yes
- No

105. Which of the following topics concerning the transition to civilian life is of most interest to you?

- Employment assistance
- Relocation assistance
- Personal financial management
- Return, reunion, and reintegration
- VA benefits
- Vocational Rehabilitation and Employment Services
- Transition benefits and services
- Career planning assistance
- Individual Transition Plan
- Education benefits and college credit from professional military courses
- Military experience and training equivalencies for national certifications

106. Which of the following is the best time to receive information concerning transition assistance?

- When you first enter the military
- 2 years prior to retirement or separation
- 1 year prior to retirement or separation
- 6 months prior to retirement or separation
- During out processing (30 days or less prior to retirement or separation)
- At different military career advancement points
- No specific time - make information available online
- No specific time - make information accessible via telephone hotline

107. [Ask if Q4 = "Married" OR "Separated"] To what extent do you agree or disagree that your spouse should receive the same information you receive concerning transition assistance?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

108. How much time remains until you separate or retire from the military?

- 24 months
- 12-23 months
- 6-11 months
- 3-5 months
- Less than 90 days
- Do not expect to separate or retire from the military in next 2 years

109. [Ask if Q108 = "24 months" OR Q108 = "12-23 months" OR Q108 = "6-11months" OR Q108 = "3-5 months" OR Q108 = "Less than 90 days"] Which of the following best describes when you began participating in the Transition Assistance Program?

- 18-24 months before retirement
- 12-17 months before retirement or separation
- 6-11 months before retirement or separation
- 3-5 months before retirement or separation
- Less than 90 days before retirement or separation
- I have not started the Transition Assistance Program

110. [Ask if Q108 = "24 months" OR Q108 = "12-23 months" OR Q108 = "6-11months" OR Q108 = "3-5 months" OR Q108 = "Less than 90 days"] To what extent is each of the following a reason for your leaving the Service?

| | Very large extent | Large extent | Moderate extent | Small extent | Not at all |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. Involuntarily retired or separated/not accepted for reenlistment | <input checked="" type="checkbox"/> |
| b. Near maximum age | <input checked="" type="checkbox"/> |

| | Very large extent | Large extent | Moderate extent | Small extent | Not at all |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| c. Near maximum total time in grade | <input checked="" type="checkbox"/> |
| d. Overall job dissatisfaction | <input checked="" type="checkbox"/> |
| e. Longer than normal duty days | <input checked="" type="checkbox"/> |
| f. Too much time away from home (excluding deployments) | <input checked="" type="checkbox"/> |
| g. Too many deployments | <input checked="" type="checkbox"/> |
| h. Too few deployments | <input checked="" type="checkbox"/> |
| i. Continue my education | <input checked="" type="checkbox"/> |
| j. Time to do something else | <input checked="" type="checkbox"/> |
| k. The military is not for me | <input checked="" type="checkbox"/> |
| l. Spouse had difficulty finding job due to frequent PCS moves | <input checked="" type="checkbox"/> |
| m. Spouse had trouble finding a job that matches her/his skills, education, or work experience | <input checked="" type="checkbox"/> |
| n. Family burden | <input checked="" type="checkbox"/> |
| o. Financial security better as a civilian than in the military | <input checked="" type="checkbox"/> |
| p. Deployment to hostile or dangerous locations | <input checked="" type="checkbox"/> |
| q. Other | <input checked="" type="checkbox"/> |

[Ask if (Q108 = "24 months" OR Q108 = "12-23 months" OR Q108 = "6-11months" OR Q108 = "3-5 months" OR Q108 = "Less than 90 days") AND (Q110q = "Small extent" OR "Moderate extent" OR "Large extent" OR "Very large extent")] Please specify the other reason for your leaving the Service.

RELATIVES SERVING IN ARMED FORCES

111. Have any of your relatives ever served on active duty military?

| | No | Yes |
|---|-------------------------------------|-------------------------------------|
| a. Siblings (e.g., brother, sister, half brother, half sister, stepbrother, stepsister) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

| | Yes | No |
|--|-------------------------------------|-------------------------------------|
| b. Parent/guardian (e.g., mother, father, stepmother, stepfather)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Child (e.g., son, daughter, stepchild, adopted child)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

112. Have any of your relatives ever served as a member of the National Guard or Reserve?

| | Yes | No |
|---|-------------------------------------|-------------------------------------|
| a. Sibling (e.g., brother, sister, half brother, half sister, stepbrother, stepsister)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Parent/guardian (e.g., mother, father, stepmother, stepfather)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Child (e.g., son, daughter, stepchild, adopted child)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

113. [Ask if Q111 a = "Yes" OR Q112 a = "Yes"] How many of your siblings are currently serving on active duty, including National Guard/Reserve members who are activated or deployed or in a full-time, active duty program (AGR/FTS/AR)? To indicate none, enter "0".

114. [Ask if Q113 > 0] How many of your siblings are currently deployed to combat zones or areas that qualify for imminent danger pay or hostile fire pay? To indicate none, enter "0".

115. [Ask if Q111 b = "Yes" OR Q112 b = "Yes"] How many of your parents/guardians are currently serving on active duty, including National Guard/Reserve members who are activated or deployed or in a full-time, active duty program (AGR/FTS/AR)? To indicate none, enter "0".

116. [Ask if Q115 > 0] How many of your parents/guardians are currently deployed to combat zones or areas that qualify for imminent danger pay or hostile fire pay? To indicate none, enter "0".

117. [Ask if Q111 c = "Yes" OR Q112 c = "Yes"] How many of your children are currently serving on active duty, including National Guard/Reserve members who are activated or deployed or in a full-time, active duty program (AGR/FTS/AR)? To indicate none, enter "0".

118. [Ask if Q117 > 0] How many of your children are currently deployed to combat zones or areas that qualify for imminent danger pay or hostile fire pay? To indicate none, enter "0".

119. [Ask if Q8 = "Yes"] Is your spouse currently activated?

- Yes
 No

120. [Ask if Q6 = "Yes" OR Q7 = "Yes" OR Q119 = "Yes"] Is your spouse currently deployed to a combat zone or an area that qualifies for imminent danger pay or hostile fire pay?

- Yes
 No

121. To what extent are you comfortable with simultaneous deployments of family members to combat zones or areas that qualify for imminent danger pay or hostile fire pay?

- Very large extent
 Large extent
 Moderate extent
 Small extent
 Not at all

ACCESS TO TECHNOLOGY

122. Do you and/or your family have a home computer?

- Yes
 No

123. Do you have Internet access at home?

- Yes
 No

124. When not deployed, how often...

| | Almost daily | About once a week | About twice a month | About once a month | Only while on TDY |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. Does your family use the Internet to communicate with you?..... | <input checked="" type="checkbox"/> |
| b. Do you use the Internet to communicate with your family? | <input checked="" type="checkbox"/> |
| c. Do you (and/or your family) use the Internet to communicate with other military families?..... | <input checked="" type="checkbox"/> |

125. [Ask if Q44 a > "0" OR Q44 b > "0" OR Q44 c > "0" OR Q44 d > "0"] When deployed, how often...

| | Almost daily | About once a week | About twice a month | About once a month |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. Does your family use the Internet to communicate with you?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Do you use the Internet to communicate with your family?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Do you (and/or your family) use the Internet to communicate with other military families?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

126. [Ask if (Q15 b > 0 OR Q15 c > 0) AND Q122 = "Yes"] Do(es) your child(ren) use the family computer for homework?

- Yes
- No

127. [Ask if Q122 = "Yes" AND Q123 = "Yes"] Do you use the home computer for online education courses (e.g., online adult/continuing education courses, vocational/technical courses, college-level courses, or graduate school courses)?

- Yes
- No

128. [Ask if (Q4 = "Married" OR Q4 = "Separated") AND Q122 = "Yes" AND Q123 = "Yes"] Does your spouse use the home computer for online education courses (e.g., online adult/continuing education courses, vocational/technical courses, college-level courses, or graduate school courses)?

- Yes
- No

129. [Ask if Q122 = "Yes"] Do you and/or your spouse use the computer to manage your personal finances?

- Yes
- No

HOUSING AND FORECLOSURES

130. Have you, at any point in the past 12 months, owned or made mortgage payments on a home?

- Yes, owned a home
- Yes, made mortgage payments
- No

131. [Ask if Q130 = "Yes, owned" OR "Yes, made mortgage payments"] During the past 12 months, have you put a home on the market? This includes traditional sales, foreclosure sales, and short sales.

| | Yes | No |
|---|-------------------------------------|-------------------------------------|
| a. Your (or your family's) principal residence..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. A second home, rental property, or other home..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

132. [Ask if (Q130 = "Yes, owned" OR "Yes, made mortgage payments") AND (Q131 a = "Yes" OR "Q131 b = "Yes")] Were any of the following reasons that you put a home on the market?

| | Yes | No |
|--|-------------------------------------|-------------------------------------|
| a. PCS..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Deployment..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Retirement..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Fear of foreclosure or actual foreclosure..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Increase in adjustable rate mortgage (ARM)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. Loss of spouse's income..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. Increase in other bills or expenses..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| h. Other..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if (Q130 = "Yes, owned" OR "Yes, made mortgage payments") AND (Q131 a = "Yes" OR "Q131 b = "Yes") AND Q132h = "Yes"] **Please specify the other reason that you put a home on the market.**

133. [Ask if (Q130 = "Yes, owned" OR "Yes, made mortgage payments") AND (Q131 a = "Yes" OR "Q131 b = "Yes") AND Q132 d = "Yes"] **During the past 12 months...**

| | Yes | No |
|--|-------------------------------------|-------------------------------------|
| a. Did you receive notice that foreclosure proceedings had been initiated? | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Were foreclosure proceedings completed on your home? | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

134. [Ask if (Q130 = "Yes, owned" OR "Yes, made mortgage payments") AND (Q131 a = "Yes" OR "Q131 b = "Yes") AND Q132 d = "Yes" AND Q133 a = "Yes"] **Did you (or your family) reside in the home on which foreclosure proceedings were initiated?**

- Yes
 No

135. [Ask if (Q130 = "Yes, owned" OR "Yes, made mortgage payments") AND (Q131 a = "Yes" OR "Q131 b = "Yes") AND Q132 d = "Yes" AND Q133 b = "Yes"] **Did you (or you family) reside in the home on which foreclosure proceedings were completed?**

- Yes
 No

136. [Ask if (Q130 = "Yes, owned" OR "Yes, made mortgage payments") AND (Q131 a = "Yes" OR "Q131 b = "Yes") AND (Q132 d = "Yes" OR Q132 e = "Yes" OR Q132 f = "Yes" OR Q132 g = "Yes")] **Did you seek assistance from any of the following sources before putting your home on the market? Mark "Yes" or "No" for each item.**

| | Yes | No |
|---|-------------------------------------|-------------------------------------|
| a. Military Legal Assistance | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Military Community Service Financial Counseling | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Military OneSource | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Direct negotiations with your lender | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. State or Local counseling services, including Hope Now and USA Cares | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

| | Yes | No |
|----------|-------------------------------------|-------------------------------------|
| f. Other | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if (Q130 = "Yes, owned" OR "Yes, made mortgage payments") AND (Q131 a = "Yes" OR "Q131 b = "Yes") AND (Q132 d = "Yes" OR Q132 e = "Yes" OR Q132 f = "Yes" OR Q132 g = "Yes") AND Q136f = "Yes"] **From what other source did you seek assistance?**

137. [Ask if (Q130 = "Yes, owned" OR "Yes, paid mortgage") AND Q131 a = "Yes"] **Did the principal residence that you put on the market sell?**

- Yes
 No

138. [Ask if (Q130 = "Yes, owned" OR "Yes, paid mortgage") AND Q131 b = "Yes"] **Did the second, rental, or other property that you put on the market sell?**

- Yes
 No

139. [Ask if (Q130 = "Yes, owned" OR "Yes, paid mortgage") AND (Q131 a = "Yes") AND Q137 = "Yes"] **Did you make a profit or have a loss on the principal residence you sold during the past 12 months?**

- Profit
 Neither a profit nor a loss
 Loss

140. [Ask if (Q130 = "Yes, owned" OR "Yes, paid mortgage") AND (Q131 b = "Yes") AND Q138 = "Yes"] **Did you make a profit or have a loss on the second, rental, or other property you sold during the past 12 months?**

- Profit
 Neither a profit nor a loss
 Loss

141. [Ask if (Q130 = "Yes, owned" OR "Yes, paid mortgage") AND Q131 a = "Yes" AND Q137 = "Yes" AND Q139 = "Profit"] **Please estimate your profit on the principal residence sold in the past 12 months.**

 00 Dollars

142. [Ask if (Q130 = "Yes, owned" OR "Yes, paid mortgage") AND Q131 b = "Yes" AND Q138 = "Yes" AND Q140 = "Profit"] Please estimate your profit on the second, rental, or other property sold in the past 12 months.
 00 Dollars
143. [Ask if (Q130 = "Yes, owned" OR "Yes, paid mortgage") AND (Q131 a = "Yes") AND Q137 = "Yes" AND Q139 = "Loss"] Please estimate your loss on the principal residence sold in the past 12 months.
 00 Dollars
144. [Ask if (Q130 = "Yes, owned" OR "Yes, paid mortgage") AND (Q131 b = "Yes") AND Q138 = "Yes" AND Q140 = "Loss"] Please estimate your loss on the second, rental, or other property sold in the past 12 months.
 00 Dollars
145. [Ask if (Q130 = "Yes, owned" OR "Yes, paid mortgage") AND Q131 a = "Yes" AND Q137 = "No"] How many months has the principal residence been on the market? To indicate less than one month, enter "0".
 Months
146. [Ask if (Q130 = "Yes, owned" OR "Yes, paid mortgage") AND Q131 b = "Yes" AND Q138 = "No"] How many months has the second, rental, or other property been on the market? To indicate less than one month, enter "0".
 Months
147. Have you, at any point in the past 12 months, paid rent on civilian/community housing?
 Yes
 No
148. [Ask if Q147 = "Yes"] During the past 12 months, did you have to move because of a foreclosure on the civilian/community housing on which you were paying rent?
 Yes
 No
149. [Ask if Q147 = "Yes" AND Q148 = "Yes"] After moving because of a foreclosure, was your monthly rent higher, lower, or the same?
 Monthly rent higher
 Monthly rent the same
 Monthly rent lower
 Does not apply; I no longer rented
150. [Ask if Q147 = "Yes" AND Q148 = "Yes" AND Q149 = "Monthly rent higher"] How much higher was your monthly rent?
 Dollars
151. [Ask if Q147 = "Yes" AND Q148 = "Yes" AND Q149 = "Monthly rent lower"] How much lower was your monthly rent?
 Dollars
152. [Ask if Q4 = "Married" OR "Q4 = "Separated"] Has your spouse, at any point in the past 12 months, owned or operated a business?
 Yes
 No
153. [Ask if Q4 = "Married" OR "Q4 = "Separated" AND (Q152 = "Yes")] During the past 12 months, did your spouse have to close or sell the business due to a PCS or deployment?
 Yes
 No
154. [Ask if Q4 = "Married" OR "Q4 = "Separated" AND (Q152 = "Yes")] Counting all locations where your spouse's business operated, what was the total number of persons working for the business?
 1 to 9
 10 to 24
 25 to 99
 100 to 499
 500 to 999
 1,000 or more
155. [Ask if Q44 a > "0" OR Q44 b > "0" OR Q44 c > "0" OR Q44 d > "0"] While on a deployment during the past 12 months, did you contribute to your DoD's Savings Deposit Plan?
 Yes
 No
 Don't know
156. Have you received any briefings or training on the Servicemembers Civil Relief Act (also known by its former name, The Soldier's and Sailor's Civil Relief Act)?
 Yes
 No

ATTITUDES TOWARD DRINKING ALCOHOL

157. To what extent do you agree or disagree with the following statements about drinking alcohol?

| | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. When it comes to drinking, I am safe and responsible; I lead by example and watch out for my fellow member | <input checked="" type="checkbox"/> |
| b. It's important to me that I keep my drinking under control and act responsibly | <input checked="" type="checkbox"/> |
| c. When I drink too much, it impairs my judgment | <input checked="" type="checkbox"/> |
| d. If I can't keep my drinking under control, I shouldn't be drinking | <input checked="" type="checkbox"/> |
| e. When I drink, I appoint a designated driver | <input checked="" type="checkbox"/> |
| f. When I drink, I don't drive | <input checked="" type="checkbox"/> |
| g. Drunkenness affects my judgment and my memory | <input checked="" type="checkbox"/> |
| h. Drinking might interfere with my military career | <input checked="" type="checkbox"/> |
| i. Drinking is part of being in the military | <input checked="" type="checkbox"/> |
| j. Drinking is just about the only recreation available at this installation | <input checked="" type="checkbox"/> |
| k. At parties or social functions at my installation, everyone is encouraged to drink | <input checked="" type="checkbox"/> |

158. [Ask if AGE > 20] During the past 30 days, on how many days did you drink alcohol?

- 28 to 30 days (about every day)
- 20 to 27 days (about 5 to 6 days a week on average)
- 11 to 19 days (3 to 4 days a week on average)
- 4 to 10 days (1 to 2 days a week on average)
- 2 to 3 days
- Once
- Did not drink any alcohol in the past 30 days

159. [Ask if AGE > 20 AND (Q158 = "Once" OR Q158 = "2 to 3 days" OR Q158 = "4 to 10 days (1 to 2 days a week on average)" OR Q158 = "11 to 19 days (3 to 4 days a week on average)" OR Q158 = "20 to 27 days (about 5 to 6 days a week on average)" OR Q158 = "28 to 30 days (about every day)")] During the past 30 days, on how many days did you have five or more drinks of beer, wine, or liquor on the same occasion? By "drink," we mean a bottle or can of beer, a wine cooler or glass of wine, a shot of liquor, or a mixed drink or cocktail. By "occasion," we mean within a couple of hours from the first to the last drink.

- 28 to 30 days (about every day)
- 20 to 27 days (about 5 to 6 days a week on average)
- 11 to 19 days (3 to 4 days a week on average)
- 4 to 10 days (1 to 2 days a week on average)
- 2 to 3 days
- Once
- Never

160. Do you recognize any of the following military-sponsored educational programs that inform members about, and discourage them from, excessive drinking of alcohol?

| | Yes | No |
|------------------------|-------------------------------------|-------------------------------------|
| a. 0013 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. That Guy | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Warrior Pride | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Other | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q160 b = "Yes"] Please specify what you recall about the *That Guy* campaign.

[Ask if Q160 d = "Yes"] Please specify the other military-sponsored educational programs that inform members about, and discourage them from, excessive drinking of alcohol.

161. During the past few months, did you hear or see anything about the importance of members not drinking an excessive number of alcoholic beverages on any one occasion? Mark "Yes" or "No" for each item.

| | Yes | No |
|--|-------------------------------------|-------------------------------------|
| a. Word of mouth from friends..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Word of mouth from supervisors..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. TV advertisements..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Radio advertisements..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. News stories..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. Posters..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. Web sites..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| h. Brochures..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| i. Other..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q161 i = "Yes"] Please specify the other things you heard or saw about the importance of members not drinking an excessive number of alcoholic beverages on any one occasion.

INJURIES IN THE MILITARY

162. During the past 12 months, did you sustain any injuries for which you sought care from a medical provider?

- Yes
- No

163. [Ask if Q162 = "Yes"] What was your most severe injury in the past 12 months?

- Broken bone (fracture)
- Dislocation or separation of a joint
- Sprained joint (torn ligaments)
- Strained muscle
- Bruise (contusion)
- Swelling or inflammation of a tendon or bursa (tendonitis or bursitis)
- Cuts (abrasion or laceration)
- Blister
- Head injury (concussion)
- Burn
- Other

[Ask if Q162 = "Yes" AND Q163 = "Other"] Please specify what your most severe injury was in the past 12 months?

164. [Ask if Q162 = "Yes"] What part of your body did you injure during your most severe injury in the past 12 months?

- Head
- Ears (hearing)
- Eyes (sight)
- Neck
- Shoulder
- Arm or elbow
- Wrist or hand
- Back (upper or lower)
- Hip
- Thigh
- Knee
- Lower leg or calf
- Ankle
- Foot
- Chest/abdomen
- Groin
- Buttocks
- Other

[Ask if Q162 = "Yes" AND Q164 = "Other"] Please specify the body part you injured during your most severe injury in the past 12 months.

165. [Ask if Q162 = "Yes"] **What activity were you performing when you sustained your most severe injury in the past 12 months?**

- Running
- Physical fitness conditioning (other than running)
- Weight training (machines or free weights)
- Sports (individual or organized)
- Walking or foot patrolling
- Military maneuvers or battle drills (not exclusively walking)
- Climbing, rappelling
- Jumping from one point to another (vertically or horizontally between objects/surfaces)
- Parachuting
- Operating/lifting/handling machinery, tools, weapons, or munitions
- Operating (or as a passenger in) a land, air, or sea vehicle
- Activity in water
- Hostile action (e.g., enemy engagement, apprehension, or detention)
- Nothing specific--just happened over time
- Other

[Ask if Q162 = "Yes" AND Q165 = "Other"]
Please specify the activity you were performing when your most severe injury occurred.

166. [Ask if Q162 = "Yes"] **Which of the following mechanisms most closely describes the cause of your most severe injury in the past 12 months?**

- Slip, trip, or fall
- Sudden or strenuous movement not related to a slip, trip, or fall (e.g., muscle/tendon overexertion, sprained ligament)
- Cumulative injury from repeated weight bearing activity (e.g., running, walking, marching, hiking)
- Cumulative injury from repeated movements (e.g., throwing, lifting, bending, reaching, typing)
- Maintaining a static position (e.g., holding objects, sitting, or standing for excessive periods)
- Injured by tools/machinery (struck by, crushed, caught, jammed, cut, punctured, pinched, vibrated)
- Contact with person or object, not including tools/machinery (e.g., coming into contact with a falling, thrown, projected, or stationary object)
- Environmental (natural) sources (e.g., noise, heat, cold, sun)
- Bite or sting (e.g., of arthropod, reptile, animal, or another person)
- Exposure to electricity, radiation, or air pressure
- Exposure to (i.e., contact, inhalation, swallowing) noxious substances, such as chemicals or poisons
- Contact with hot liquid, substance, or object
- Exposure to smoke, fire, or explosion
- Other

[Ask if Q162 = "Yes" AND Q166 = "Other"]
Please specify what caused your most recent severe injury in the past 12 months.

167. [Ask if Q162 = "Yes"] **What was your status at the time of your most severe injury in the past 12 months?**

- On-duty (during military work or training-related activity, including unit PT)
- Off-duty (during leisure-related activity, hobby, recreation, sport, or other activity in/around your quarters/home)

168. [Ask if Q162 = "Yes"] **How many total days of limited duty (including profiles, chits, quarters, limited duties, hospitalizations, and convalescent leave) did you have due to your most severe injury during the past 12 months? To indicate none, enter "0".**

 Days

169. [Ask if Q162 = "Yes"] Regardless of whether you think your footwear had anything to do with your most severe injury, what were you wearing when your most severe injury occurred?

- Military "combat" boots
- Other boots (not military combat boots)
- Running shoes
- Athletic shoes (other than running shoes)
- Low-quarter work shoes (e.g., lace-up or slip-on dress shoe)
- Slippers, sandals, or shower shoes
- Other

[Ask if Q162 = "Yes" AND Q169 = "Other"] Please specify what type of footwear you were wearing when your most severe injury occurred.

The following is a general question and may not necessarily relate to your most severe injury.

170. If you knew that wearing ankle braces during sports and military operations reduced your chance of injuring your ankle by 50-75%, would you wear them?

- Yes, for both sports and military operations
- No, for neither sports nor military operations
- Yes, for sports ONLY
- Yes, for military operations ONLY

[Ask if Q170 = "No, for neither sports nor military operations" OR Q170 = "Yes, for sports ONLY" OR Q170 = "Yes, for military operations ONLY"] Why would you not wear ankle braces?

TRAFFICKING IN PERSONS (TIP) PROGRAM

In this survey, Trafficking in Persons (TIP) is associated with the following terms. Throughout this section, you can click on "TIP" to recall these terms.

Sex trafficking: Recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a sex act.

Commercial sex act: Any sex act that entails something of value being given or received by any person.

Involuntary servitude: Condition of servitude induced by means of any scheme, plan, or pattern intended to cause a person to believe that, if the person did not enter into and continue servitude, he or she would suffer serious harm.

Debt bondage: Condition of a debtor arising from a pledge by the debtor of his or her personal services, or those of a person under his or her control, as a security for debt.

Coercion: Threat to cause a person to believe that failure to perform an act would result in physical harm.

171. Before taking this survey, were you aware of the U.S. Government's policy regarding Trafficking in Persons (TIP)?

- Yes
- No

172. [Ask if Q171 = Yes] From which of the following sources did you receive information on the U.S. Government policy regarding TIP? Mark "Yes" or "No" for each item.

| | Yes | No |
|-------------------------------|-------------------------------------|-------------------------------------|
| a. Pre-assignment brief | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Supervisor | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Television | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Newspaper | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Other | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q171 = Yes AND Q172e = Yes] Please specify the other source.

173. [Ask if Q171 = Yes] How easy or difficult was it to understand the U.S. Government policy on TIP?

- Very easy
- Easy
- Neither easy nor difficult
- Difficult
- Very difficult

174. To what extent would you say you are able to recognize signs or indicators of TIP?

- Very large extent
- Large extent
- Moderate extent
- Small extent
- Not at all

175. Were you aware of TIP prior to your current assignment?

- Yes
- No

176. [Ask if Q175 = Yes] From which of the following sources did you hear about TIP prior to your current assignment? Mark "Yes" or "No" for each item.

| | Yes | No |
|------------------------------|-------------------------------------|-------------------------------------|
| a. Previous assignment | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Media | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Other | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q175 = Yes AND Q176c = Yes] Please specify the other source.

177. Are you aware of reports that some U.S. personnel have been involved in activities that could be defined as TIP?

- Yes
- No

178. Are you aware of any possible condition of involuntary servitude, debt bondage, or coercion occurring through U.S. contracted labor?

- Yes
- No

179. Are you familiar with the procedures for reported suspected traffickers?

- Yes
- No

180. Is prostitution illegal in the region you are assigned to?

- Yes
- No
- Don't know

181. Have you heard of any incident where U.S. personnel (civilian or military) have been approached by a prostitute/pimp for sex?

- Yes
- No

182. [Ask if Q181 = Yes] Was the incident reported?

- Yes
- No
- Don't know

183. [Ask if Q181 = Yes AND Q182 = Yes] To whom was the incident reported? Mark "Yes" or "No" for each item.

| | Yes | No |
|------------------------------|-------------------------------------|-------------------------------------|
| a. Chain of command | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Local police | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Military police/CID | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Embassy | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Other | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q181 = Yes AND Q182 = Yes AND Q183 = Yes] Please specify to whom the incident was reported.

184. Are you aware of the "off limits" establishments for U.S. personnel?

- Yes
- No

If you are aware of any establishments that should be off limits due to commercial sexual exploitation and would like to report them, please do so by going to the TIP Web site, <http://www.state.gov/itip>.

185. Do you know of any establishment that should be off limits due to commercial sexual exploitation, which is often linked with TIP?

- Yes
- No

186. Do you have any suggestions for improving the TIP program in your area?

COMMISSIONING SOURCE

187. [Ask if Q3 = W-1 OR Q3 = W-2 OR Q3 = W-3 OR Q3 = W-4 OR Q3 = W-5 OR Q3 = O-1/O-1E OR Q3 = O-2/O-2E OR Q3 = O-3/O-3E OR Q3 = O-4 OR Q3 = O-5 OR Q3 = O-6 or above] Which of the following best describes your commissioning source?

- US Military Academy
- US Naval Academy
- US Air Force Academy
- US Coast Guard Academy
- US Merchant Marine Academy
- ROTC/NROTC scholarship program
- ROTC/NROTC non-scholarship program
- Officer Candidate School (i.e., OCS, AOCS, OTS, or PLC)
- Direct appointment authority
- Other

[Ask if Q187 = "Other"] Please specify the other commissioning source.

HOUSING AND FORECLOSURES

188. [Ask if Q19 = "Privatized military housing that you rent on base" OR Q19 = "Privatized military housing that you rent off base" OR Q19 = "Civilian housing that you own or pay mortgage on" OR Q19 = "Civilian/community housing that you rent" OR Q130 = "Yes, made mortgage payments"] How sure or unsure are you that you will be able to make your mortgage or rental payments in the next 12 months?

- Very sure
- Somewhat sure
- Neither sure nor unsure
- Somewhat unsure
- Very unsure

189. [Ask if Q130 = "Yes, made mortgage payments"] Do you currently have any of the following types of mortgages? Mark "Yes" or "No" for each item.

| | Yes | No |
|---|-------------------------------------|-------------------------------------|
| a. Fixed 30-year | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Fixed (other than 30-year) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Adjustable Rate Mortgage (ARM) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Interest only | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Subprime | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. Graduated | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. Balloon | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| h. Other | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

190. [Ask if Q189 c = "Yes" OR Q189 d = "Yes" OR Q189 e = "Yes" OR Q189 f = "Yes" OR Q189 g = "Yes" OR Q189 h = "Yes"] How many months from now will your mortgage interest rate or payment change? Enter "0" if your mortgage interest rate or payment will change this month.

 Months

191. [Ask if Q4 = "Married"] Are you considered a geographical bachelor (i.e., your family is living at a location other than your current permanent duty station)?

- Yes
- No

192. [Ask if Q191 = "Yes"] Did you become a geographical bachelor due to issues with selling your home at your previous permanent duty station?

Yes

No

COMMENTS

193. If you have comments or concerns that you were not able to express in answering this survey, please enter them in the space provided. Your comments will be viewed and considered as policy deliberations take place. Your feedback is useful and appreciated.

If in responding to the survey you indicate distress, being upset, etc., you will not be contacted for follow-up purposes. If you think you need help for you or your family, please contact MilitaryOneSource which offers resources and information, available at www.MilitaryOneSource.com or by calling 1-800-342-9647. Overseas members call 800-3429-9647 (Dial country access code; do not dial "1").

Appendix C: Job Search Behavior Classification Tool

Please read through the list of job search behaviors.

****Classified by 10 randomly selected Air Force officers attending Air Force Institute of Technology graduate school****

Please mark which type of job search you think the behavior is an example of, active or passive, based on the definitions provided.

| Passive job search: behaviors an individual uses that demonstrate a search for information to form an employment goal | Job search behavior list: | Active job search: behaviors an individual uses that demonstrate commitment to pursuing an employment goal |
|---|---|--|
| 9 or 90% | --Thought seriously about leaving the military | 1 or 10% |
| 10 or 100% | --Wondered what life might be like as a civilian | 0 |
| 6 or 60% | --Discussed leaving and/or civilian opportunities with family members or friends | 3 or 30% |
| 3 or 30% | --Talked about leaving with your immediate supervisor | 7 or 70% |
| 8 or 80% | --Gathered information on education programs or colleges | 3 or 30% |
| 6 or 60% | --Gathered information about civilian job options (e.g., read newspaper ads, attended a job fair) | 5 or 50% |
| 3 or 30% | --Attended a program that helps people prepare for civilian employment | 7 or 70% |
| 3 or 30% | --Prepared a resume | 7 or 70% |
| 0 | --Applied for a job | 10 or 100% |
| 0 | --Interviewed for a job | 10 or 100% |

Appendix D: Hierarchical Regression Analysis with Standardized Beta Coefficients

| Predictors | H2A: | | | H2B: | | | H2C: | | |
|---------------------------|--------------------|---------------|--|-------------------|------------|---------------------|-----------------------|---------------------------|--------|
| | Intent to turnover | | | Active job search | | | Turnover | | |
| | Step 1 | Step 2 | | Step 1 | Step 2 | Step 2 | Step 1 | Step 2 | Step 2 |
| <i>Model 1</i> | | | | | | | | | |
| Gender | .07 | .08† | | -.02 | -.04 | - | .53 ^a | 1.88 ^a | |
| Job satisfaction | -.50*** | -.44*** | | -.07 | .01 | - | .37 ^a | .39 ^a | |
| Organizational commitment | -.37*** | -.32*** | | -.21* | -.16† | - | 2.23 ^a | 6.57* ^a | |
| Passive job search | - | .20*** | | .37*** | .34*** | - | 4.02* ^a | .12 ^a | |
| Intent to turnover | - | - | | .16 | - | - | 13.99*** ^a | 13.16*** ^a | |
| Active job search | - | - | | - | - | - | - | 24.71*** ^a | |
| Adjusted R ² | .61*** | .63*** | | .27*** | .28*** | - | .29*** ^b | .51*** ^b | |
| ΔR ² | - | .03*** | | - | .01 | - | - | .22***^b | |
| χ ² | - | - | | - | - | - | 3.85 ^c | 6.24 ^c | |
| n | 193 | 193 | | 193 | 193 | - | 193 | 193 | |
| <i>Model 2</i> | | | | | | | | | |
| Gender | .07 | .08† | | - | -.07 | -.10† | .14 ^a | 2.67 ^a | |
| Job satisfaction | -.50*** | -.44*** | | - | -.27*** | -.08 | .10 ^a | .79 ^a | |
| Organizational commitment | -.37*** | -.30*** | | - | -.32*** | -.18* | 2.07 ^a | 4.95* ^a | |
| Job search | - | .22*** | | - | - | - | - | 21.84*** ^a | |
| Intent to turnover | - | - | | - | - | .40*** | 18.99*** ^a | 11.36*** ^a | |
| Adjusted R ² | .61*** | .64*** | | .28*** | .34*** | .06*** ^b | .26*** ^b | .46*** ^b | |
| ΔR ² | - | .03*** | | - | - | - | - | .20***^b | |
| χ ² | - | - | | - | - | - | 6.93 ^c | 8.32 ^c | |
| n | 193 | 193 | | - | 193 | 193 | 193 | 193 | |

^a Wald's statistic ^b Nagelkerke's R² ^c Chi-square values were derived from the Hosmer and Lemeshow test
†p<.10; *p<.05; **p<.01; ***p<.001

Appendix E: Group Hierarchical Regression Analysis with Standardized Beta Coefficients

| Predictors | Low Passive Job Search | | High Passive Job Search | | Low Active Job Search | | High Active Job Search | |
|---------------------------|------------------------|----------------------|-------------------------|-----------------------|-----------------------|-----------------------|------------------------|----------|
| | Intent to turnover | Turnover | Intent to turnover | Turnover | Intent to turnover | Turnover | Intent to turnover | Turnover |
| Gender | .05 | .16 ^a | .16* | 2.97 ^{†a} | .12* | 3.73 ^{†a} | - | - |
| Job satisfaction | -.26** | 2.45 ^a | -.60*** | .26 ^a | -.44*** | 1.09 ^a | - | - |
| Organizational commitment | -.45*** | 1.95 ^a | -.25** | 6.81*** | -.29*** | 4.44** ^a | - | - |
| Passive job search | .19*** | 2.61 ^a | -.02 | 1.14 ^a | .22*** | .33 ^a | - | - |
| Intent to turnover | - | 1.22 ^a | - | 8.45*** | - | 9.63*** ^a | - | - |
| Active job search | - | 7.63*** ^a | - | 17.56*** ^a | - | 11.86*** ^a | - | - |
| Adjusted R ² | .50*** | .53*** ^b | .59*** | .48*** ^b | .62*** | .39*** ^b | n/a | n/a |
| χ^2 | - | 3.27 ^c | - | 12.80 ^c | - | 9.69 ^c | - | n/a |
| n | 97 | 97 | 96 | 96 | 175 | 175 | 18 | 18 |

^a Wald's statistic ^b Nagelkerke's R² ^c Chi-square values were derived from the Hosmer and Lemeshow test

†p<.10; *p<.05; **p<.01; ***p<.001

- Air Force Magazine. (2009, May). The Air Force in Facts and Figures. *Air Force Magazine* , pp. 24-57.
- Blau, G. (1993). Further exploring the relationship between job search and voluntary individual turnover. *Personnel Psychology* , 46, 313-330.
- Blau, G. (1994). Testing a Two-Dimensional Measure of Job Search Behavior. *Organizational Behavior and Human Decision Processes* , 59, 288-312.
- Bluedorn, A. C. (1982). A unified Model of Turnover from Organizations. *Human Relations* , 35, 135-153.
- Boswell, W. R. (2006). Job search. In S. C. Rogelberg, *Encyclopedia of industrial/organizational psychology* (pp. 414-416). Thousand Oaks: Sage.
- Boswell, W. R., Zimmerman, R. D., & Brian, S. W. (2012). Employee Job Search: Toward an Understanding of Search Context and Search Objectives. *Journal of Management* , 38, 129-163.
- Bowen, D. (1983). Some unintended consequences of intention to quit. *Academy of Management Review* , 7, 205-211.
- Brough, P., & Frame, R. (2004). Predicting Police Job Satisfaction and Turnover Intentions: The role of social support and police organisational variables. *New Zealand Journal of Psychology* , 33, 8-16.
- Cantor, N., & Harlow, R. E. (1994). Personality, Strategic Behavior, and Daily-Life Problem Solving. *Current Directions in Psychological Science* , 3, 169-172.
- Cascio, W. F. (2000). *Costing human resources: The financial impact of behavior in organizations* (4th ed.). Boston: PWS-Kent Publishing Company.
- Castro, C. A., Huffman, A. H., Adler, A. B., & Bienvenu, R. (1999). *USARUER soldier study (USAMRU-E Tech. Report No. TB 99-02)*. Heidelberg, GER: U.S. Army Medical Research Unit-Europe.
- Chen, G., & Ployhart, R. E. (2006). *An Interactionist Analysis of Solder Retention Across Career Stages and Time*. Arlington: ARI.
- Chen, G., Ployhart, R. E., Thomas, H. C., Anderson, N., & Bliese, P. D. (2011). The Power of Momentum: A new model of dynamic relationships between job

satisfaction change and turnover intentions. *Academy of Management Journal* , 54, 159-181.

Cobb, S. (1976). Social support as a moderator of life stress. *Psychosomatic Medicine* , 38, 300-314.

Cotton, J., & Tuttle, J. M. (1986). Employee turnover: A meta-analysis and review with implications for the research. *Academy of Management Review* , 11, 55-70.

DMDC. (2009). *August 2008 Status of Forces Survey of Active Duty Members Tabulations of Responses*. Arlington: Defense Manpower Data Center.

Dolbier, C. L., Webster, J. A., McCalister, K. T., Mallon, M. W., & Steinhardt, M. A. (2005). Reliability and validity of a single-item measure of job satisfaction. *American Journal of Health Promotion* , 19, 194-198.

Dougherty, T. W., Bluedorn, A. C., & Keon, T. L. (1985). Precursors of employee turnover: A multiple-sample causal analysis. *Journal of Occupational Behaviour* , 6, 259-271.

Duehring, C., & Newton III, R. Y. (2009). Air Force Military Personnel. *Department of the Air Force Presentation to the Committee on Appropriations Subcommittee on Defense United States House of Representatives*. Washington, D.C.: Committee on Appropriations Subcommittee on Defense.

Gibson, E. L. (2009, December 4). Talking Paper on the history of Force Management (FY90 - FY10). AF/A1PPS.

Griffeth, R. W., & Hom, P. W. (1988). A comparison of different conceptualizations of perceived alternatives in turnover research. *Journal of Organizational Behavior* , 9, 103-111.

Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium. *Journal of Management* , 26, 463-488.

Griffeth, R. W., Steel, R. P., Allen, D. G., & Bryan, N. (2005). The Development of a Multidimensional Measure of Job Market Cognitions: The Employment Opportunity Index (EOI). *Journal of Applied Psychology* , 90, 335-349.

Heilmann, S. G. (2005). *The Impact of Community Embeddedness on Turnover: An Investigation of The Moderating Effects of Career Plateauing, Occupational*

Portability, and Occupational Commutability. Dissertation, Indiana University, Kelley School of Business.

- Himle, D. P., Jayaratne, S., & Thyness, P. A. (1989). The buffering effects of four types of supervisory support on work stress. *Administration in Social Work* , 13, 19-35.
- Holt, D. T., Rehg, M. T., Lin, J. H., & Miller, J. (2007). An application of the unfolding model to explain turnover in a sample of military officers. *Human Resource Management* , 46, 35-49.
- Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). Turnover and Retention Research: A Glance at the Past, a Closer Review of the Present, and a Venture into the Future. *The Academy of Management Annals* , 2, 231-274.
- Hom, P. W., & Griffeth, R. W. (1991). Structural Equations Modeling Test of a Turnover Theory: Cross-Sectional and Longitudinal Analysis. *Journal of Applied Psychology* , 76, 350-366.
- Hom, P. W., Caranikas-Walker, F., Prussia, G. E., & Griffeth, R. W. (1992). A Meta-Analytical Structural Equations Analysis of a Model of Employee Turnover. *Journal of Applied Psychology* , 77, 890-909.
- Hom, P. W., Griffeth, R. W., & Sellaro, C. L. (1984). The Validity of Mobley's (1977) Model of Employee Turnover. *Organizational Behavior and Human Performance* , 34, 141-174.
- Hosek, J., Kavanagh, J., & Miller, L. (2006). *How Deployments Affect Service members*. Santa Monica: RAND.
- Houkes, I., Janssen, P. P., de Jonge, J., & Bakker, A. B. (2003). Specific determinants of intrinsic work motivation, emotional exhaustion and turnover intention: A multisample longitudinal study. *Journal of Occupational and Organizational Psychology* , 76, 427-450.
- House, J. S. (1981). *Work stress and social support*. Reading: Addison-Wesley.
- Huffman, A. H., Adler, A. B., Dolan, C. A., & Castro, C. A. (2005). The Impact of Operations Tempo on Turnover Intentions of Army Personnel. *Military Psychology* , 17, 175-202.
- Joo, B.-K., & Sunyoung, P. (2010). Career satisfaction, organizational commitment, and turnover intention. *Leadership & Organization Development Journal* , 31, 482-500.

- Kammeyer-Mueller, J. D., Wanberg, C. R., Glomb, T. M., & Ahlburg, D. (2005). The Role of Temporal Shifts in Turnover Processes: It's About Time. *Journal of Applied Psychology*, *90*, 644-658.
- Kanfer, R., Wanberg, C. R., & Kantrowitz, T. M. (2001). Job search and employment: A personality-motivational analysis and meta-analytic review. *Journal of Applied Psychology*, *86*, 837-855.
- Kinicki, A. J., McKee-Ryan, F. M., Schriesheim, C. A., & Carson, K. P. (2002). Assessing the construct validity of the job descriptive index: A review and meta-analysis. *Journal of Applied Psychology*, *87*, 14-32.
- Kopelman, E. R., Rovenpor, J. L., & Millsap, R. E. (1992). Rationale and construct validity evidence for the Job Search Behavior Index: because intentions (and new year's resolutions) often come to nought. *Journal of Vocational Behavior*, *40*, 269-287.
- Lee, T. W., & Mitchell, T. R. (1994). An alternate approach: The unfolding model of voluntary employee turnover. *Academy of Management Review*, *19*, 51-89.
- Lee, T. W., Mitchell, T. R., Holtom, B. C., McDaniel, L. S., & Hill, J. W. (1999). The unfolding model of voluntary turnover: A replication and extension. *Academy of Management Journal*, *42*, 450-462.
- LinkedIn Corporation. (2012). *About Us*. Retrieved March 5, 2012, from LinkedIn Press Center: <http://press.linkedin.com/about>
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette, *Handbook of industrial and organizational psychology*. Chicago: Rand McNally.
- Lucas, J. W., Whitestone, Y., Segal, D. R., Segal, M. W., White, M. A., & Mottern, J. A. (2009). Social Support and Turnover: Review and Recommendations. *Current Topics in Management*, *14*, 49-69.
- Lucas, J. W., Whitestone, Y., Segal, D. R., Segal, M. W., White, M. A., Mottern, J. A., et al. (2008). *The Role of Social Support in First-Term Sailors' Attrition from Recruit Training*. Millington: NPRST.
- Lytell, M. C., & Drasgow, F. (2009). "Timely" Methods: Examining Turnover Rates in the U.S. Military. *Military Psychology*, *21*, 334-350.
- March, J. G., & Simon, H. A. (1958). *Organizations*. New York: John Wiley.

- McKinney, W. R., Bartlett, K. R., & Mulvaney, M. A. (2007). Measuring the Costs of Employee Turnover in Illinois Public Park and Recreation Agencies: An Exploratory Study. *Journal of Park and Recreation Administration* , 25, 50-74.
- McNatt, R., & Light, L. (Eds.). (1998, April 20). Up Front: The Big Picture. *BusinessWeek* , p. 8.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review* , 1, 61-89.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology* , 78, 1102-1121.
- Mitchell, T. R., Holtom, B. C., & Lee, T. W. (2001). How to keep your best employees: Developing an effective retention policy. *Academy of Management Executive* , 15, 96-109.
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology* , 62, 237-240.
- Moelker, R., Andres, M., & Poot, G. (2006). Supporting Military Families - A Comparative Study of Social Support Arrangements for Military Families (Theoretical Dimensions & Empirical Comparison between Countries). *Human Dimensions in Military Operations - Military Leaders' Strategies for Addressing Stress and Psychological Support* (pp. 18-1 - 18-14). Neuilly-sur-Seine: RTO.
- Monster Worldwide, Inc. (n.d.). *Who We Are*. Retrieved March 5, 2012, from Monster Worldwide: <http://www.about-monster.com/content/who-we-are>
- Morales, L. (2010, July 2). *One in Three Americans "Extremely Patriotic"*. Retrieved March 1, 2012, from GALLUP Politics: <http://www.gallup.com/poll/141110/one-three-americans-extremely-patriotic.aspx>
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organizational linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.
- Newbold, P., Carlson, W. L., & Thorne, B. (2010). *Statistics for Business and Economics*. Boston: Pearson.

- Olsen, N. P. (2008). *The Impace of Operations Tempo (OPTEMPO) on Intentions to Depart the Military. Does the Increase of OPTEMPO Cause Action?* Thesis, Air Force Institute of Technology, Graduate School of Systems and Engineering Management.
- Podaskoff, P. M., & Organ, D. W. (1986). Self-Reports in Organziational Research: Problems and Prospects. *Journal of Management* , 12, 531-544.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology* , 88, 879-903.
- Porter, L. W., & Steers, R. M. (1973). Organizational, work, and personal factors in employee turnover and absenteeism. *Psychological Bulletin* , 80, 151-176.
- Price, J. L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower* , 22, 600-624.
- Sager, J. K., Griffeth, R. W., & Hom, P. W. (1998). A Comparison of Structural Models Representing Turnover Cognitions. *Journal of Vocational Behavior* , 53, 254-273.
- Saks, A. M., & Ashforth, B. E. (2000). Change in Job Search Behaviors and Employment Outcomes. *Journal of Vocational Behavior* , 56, 277-287.
- Scarpello, V., & Campbell, J. P. (1983). Job Satisfaction: Are All The Parts There? *Personnel Psychology* , 36, 577-600.
- Shaffer, M. A., Harrison, D. A., Gilley, K. M., & Luk, D. M. (2001). Struggling for balance amid turbulence on international assignments: work-family conflict, support and commitment. *Journal of Management* , 27, 99-121.
- Soelberg, P. *A study of decision making: Job choice*. Unpublished doctoral dissertation, Carnegie-Mellon University.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, cause, and consequences*. Thousand Oaks: Sage Publications.
- Steel, R. P. (2002). Turnover theory at the empirical interface: problems of fit and function. *Academy of Management Review* , 27, 346-360.

- Steel, R. P., & Griffeth, R. W. (1989). The elusive relationship between perceived employment opportunity and turnover behavior: A methodological or conceptual artifact. *Journal of Applied Psychology* , 74, 846-854.
- Tai, T. W. (1996). *The effect of staff's perception of social support systems on turnover behavior*. Doctoral dissertation, Texas A&M University, College Station, TX.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology* , 46, 259-293.
- Thoits, P. A. (1995). Stress, coping, and social support processes: Where are we? What next? *Journal of Health and Social Behavior* , 37, 53-79.
- Turner, R. J., & Turner, J. B. (1999). Social Integration and Support. In C. S. Aneshensel, & J. C. Phelan, *Handbook of Sociology of Mental Health* (pp. 301-319). New York: Kluwer Academic/Plenum.
- Wanous, J. P., Reichers, A. E., & Hudy, M. J. (1997). Overall Job Satisfaction: How Good Are Single-Item Measures? *Journal of Applied Psychology* , 82, 247-252.
- Wethington, E., & Kessler, R. C. (1986). Perceived support, received support, and adjustment to stressful life events. *Journal of Health and Social Behavior* , 27, 78-90.
- Williams Jr., R. A. (2012, January 27). *CSAF: AF will be smaller but superb force*. Retrieved February 5, 2012, from Air Force Print News: <http://www.af.mil>

Vita

Captain Teri Hunter was born and grew up in western Washington State. She enlisted in the Air Force shortly after high school. After 13 years of enlisted service, she received her baccalaureate in professional aeronautics from Embry-Riddle Aeronautical University in Sumter, South Carolina. She commissioned through Officer Training School and spent three years at Kadena AB, Okinawa, Japan as a Logistics Readiness Officer working in the Air Mobility Squadron. Captain Hunter served in South Korea, Saudi Arabia, Turkey, Afghanistan, and Qatar. Her last assignment prior to attending the Air Force Institute of Technology was as the Chief, Air Force Deployment Training for the United States Air Force Expeditionary Center at Joint Base McGuire-Dix-Lakehurst, New Jersey. Upon graduation, Captain Hunter will be assigned to the Aeronautical Systems Center at Wright-Patterson Air Force Base, Ohio.

| REPORT DOCUMENTATION PAGE | | | | Form Approved OMB No. 074-0188 | |
|---|-------------|-----------------------------------|----------------------------|---|---|
| <p>The public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of the collection of information, including suggestions for reducing this burden to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.</p> <p>PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ADDRESS.</p> | | | | | |
| 1. REPORT DATE (DD-MM-YYYY) 23-03-2012 | | 2. REPORT TYPE Master's Thesis | | 3. DATES COVERED (From – To) 4 Aug 2010 – 23 March 2012 | |
| 4. TITLE AND SUBTITLE AN ANALYSIS OF THE IMPACT OF JOB SEARCH BEHAVIORS ON AIR FORCE COMPANY GRADE OFFICER TURNOVER | | | | 5a. CONTRACT NUMBER | |
| | | | | 5b. GRANT NUMBER | |
| | | | | 5c. PROGRAM ELEMENT NUMBER | |
| 6. AUTHOR(S) Hunter, Teri M. Captain, USAF | | | | 5d. PROJECT NUMBER N/A | |
| | | | | 5e. TASK NUMBER | |
| | | | | 5f. WORK UNIT NUMBER | |
| 7. PERFORMING ORGANIZATION NAMES(S) AND ADDRESS(S) Air Force Institute of Technology Graduate School of Engineering and Management (AFIT/EN) 2950 Hobson Street, Building 642 WPAFB OH 45433-7765 | | | | 8. PERFORMING ORGANIZATION REPORT NUMBER AFIT/LSCM/ENS/12-06 | |
| 9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) Intentionally Left Blank | | | | 10. SPONSOR/MONITOR'S ACRONYM(S) | |
| | | | | 11. SPONSOR/MONITOR'S REPORT NUMBER(S) | |
| 12. DISTRIBUTION/AVAILABILITY STATEMENT DISTRIBUTION STATEMENT A: APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED. | | | | | |
| 13. SUPPLEMENTARY NOTES | | | | | |
| 14. ABSTRACT The study assesses actual turnover behavior of Air Force Company Grade Officers (CGO) through a 17-month period. The study separated passive job search, as behaviors that demonstrate a search for information to form an employment goal, and active job search, as behaviors that demonstrate commitment to pursuing an employment goal. The study explores different groups, theorized to represent increasing levels of knowledge and experience gained through the job search process, finding those just beginning the process explain the least amount of variance in intent to turnover, yet explain the greatest amount variance in actual turnover. Those near the end of the job search process explain the greatest amount of variance in intent to turnover, yet the least amount of variance in actual turnover. Models using general job search were compared to models using passive and active job search, with passive job search explaining as much variance in intent to turnover as general job search and active job search explaining more variance in actual turnover than general job search. Results indicate that CGOs who left the Air Force performed more active and passive job search behaviors than those who stayed. The study also finds that increased levels of organizational commitment predict more actual turnovers, an unexpected finding. | | | | | |
| 15. SUBJECT TERMS Turnover, Passive Job Search, Active Job Search, Factor Analysis, Linear Regression, Logistic Regression | | | | | |
| 16. SECURITY CLASSIFICATION OF: | | | 17. LIMITATION OF ABSTRACT | 18. NUMBER OF PAGES | 19a. NAME OF RESPONSIBLE PERSON |
| a. REPORT | b. ABSTRACT | c. THIS PAGE | | | Sharon G. Heilmann, Lt Col, USAF |
| U | U | U | UU | 129 | 19b. TELEPHONE NUMBER (Include area code) (937) 255-3636, ext 4319; e-mail: Sharon.heilmann@afit.edu |