RETENTION COMMITMENT OF U.S. ARMY INITIAL TERM AND MID-CAREER SOLDIERS IN IRAQ: A COMPARISON OF MEYER AND ALLEN'S THREE COMPONENT MODEL OF ORGANIZATIONAL COMMITMENT

by

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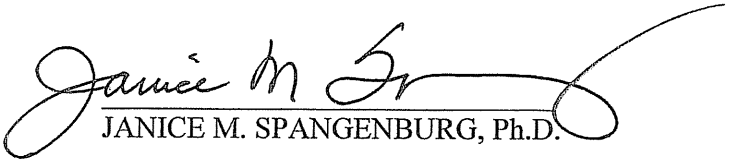

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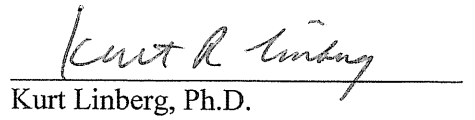

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Abstract

This study continues the exploration of the correlation between Organizational Commitment and the decision to reenlistment by initial term and mid-career U.S. Army soldiers. Also, the study measured intent to leave in correlation with organizational commitment scale and other factors that effected commitment to stay or leave the organization (i.e., bonus incentive for reenlistment commitment, well-being programs, and family decision to stay or leave the Army, organization environment satisfaction, basic human needs, and demographic variables). A quantitative design was used to collect survey questionnaire data from a random stratified sample of 2,649 initial term and mid-career soldier which yielded 467 good surveys from soldiers deployed to Iraq for one year. Findings indicated several differences between Organizations A1-A8, the results of the study suggesting: (a) organizations must commit themselves and adjust their personnel practices in accordance to its environment of operation, (b) a bonus incentive for reenlistment commitment is significant for at least 41% of the respondents, (c) the organization's leadership must continue to reward and recognize its soldiers (29% of respondents met this need), (d) the organization's leadership must continue to improve relations with its soldiers/family members, and (e) the organization's leadership must continue to create a learning environment where empowerment of its soldiers is priority.

Dedication

I would like to dedicate this cumulating point of my civilian education to my wife, Maria, and son, Daniel, who endured numerous occasions without my presence, sacrificing quality time in the process. Thank you for understanding and supporting my efforts in the quest of my endeavors. Also, I would like to thank the leadership, soldiers, and Department of Defense civilians who supported me through my deployment in Iraq, without there support this accomplishment would not have been possible.

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CHAPTER 1. INTRODUCTION

Introduction

The current retention efforts of the U. S. Army are vital components in the defense of the United States and effectively affect the Army's ability to maintain Army force levels. The Army's challenges in recruiting during 2005 has placed greater emphasis on retaining soldiers in uniform and prompted the Army to review its financial investments in the form of bonus incentives to enable Army soldier end-strength goal attainment (see Table 1 for financial investment totals).

Based on the work of Gade, Tiggle, and Schumm (2003), the use of Meyer and Allen's organizational commitment scales in measuring military organizations has provided a starting point to explore what drives initial term and mid-career active Army soldiers to a commitment to reenlist for a new term of service while deployed in a hostile environment considering current and previous deployments (e.g., humanitarian, peace keeping, etc.). In addition, the research study focused on other factors that might influence the attempts by the U.S. Army to retain as many highly qualified soldiers as possible in order to maintain experienced war fighters in its ranks and enable the knowledge transfer of new entrants and prepare them for any mission.

Background of the Study

With the increased demands of the contemporary smaller Army force and the current situation in the Army's recruiting shortfall during 2005, retention becomes vital. The strain placed by this particular war effort on soldiers and families is believed to pose a retention

dilemma on those soldiers deployed several times to a hostile zone. According to Weaver (2005), today's soldiers are experiencing at least two deployments within a three-year period to a hostile zone environment, and might end up deploying to a hostile zone several times before their contract term is completed. Thus, soldiers who commit to staying in the Army will be essentially accepting a return to hostile zones on several occasions during their term of service.

Weaver (2005) explains that soldiers have mixed feelings when it comes to being away from home that might prompt them not to commit to staying in the Army. Rosenberg (2004) stated that about 78% of the Army's combat units will see a deployment during the course of a year. Tyson (2004b) explained that an extended deployment of United States troops could affect morale and cause soldiers not to commit to another tour of duty in the Army. According to Tyson, a significant number of veterans and their families express the intent to exit the Army rather than go through another hostile area deployment.

Tyson (2004a) explained that the Army is using bonuses ranging from $5,000 to $10,000 to entice soldiers in Iraq, Afghanistan, and Kuwait to stay with the same unit for a specified time. Moreover, the Army is currently paying even more money to entice soldiers to stay (e.g., $22,500 and above if the soldier meets certain eligibility requirements and stays in for a longer term). Therefore, any theory or evidence that would identify the factors that influence the decision or commitment of these soldiers to stay might position the Army and other organizations for continued success in their retention programs and might prepare the Army to deal with retaining soldiers without the use of bonuses for those in a hostile zone.

Tyson (2004b) indicated that Army commanders are wondering how long these soldiers could be pushed, which makes a good point for further discovery for this phenomenon.

Statement of the Problem

The U.S. Army issues an annual retention mission based on an eligibility population broken down by categories of soldiers who are 24 months from expiration term of service (ETS): (a) initial term soldiers, (b) mid-career soldiers, (c) career soldiers, (d) and Fiscal Year end-strength aggregate retention mission. The Army uses retention bonuses as a primary tool in managing and influencing a favorable retention decision by its eligible soldiers in critical skills. It has been successful to date as demonstrated in Table 1. Moreover, the Army must consider that if bonus payments were not available as incentive in a hostile environment this might influence a soldier's decision to stay or exit the Army. For example, Matheiu and Zajac's study (as cited in Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) explain that "paying employees to stay in an organization could lead to higher effective commitment if it contributes to the perceptions of personal competence" (p. 42). According to Meyer et al. (2002), paying employees to stay could lead to continued commitment of those employees, outweighing loss of benefits, tenure, etc. they might incur if they leave the organization. Therefore, it is vital for the Army leadership to understand how bonus payments, programs, or other incentives, financial and non-financial, designed to increase retention will impact soldiers' commitment to stay. According to Abrams (as cited in Wood, 2005), "the high reenlistment rate in units that have deployed multiple times can be attributed to camaraderie that forms between soldiers who have been in combat together" (¶ 8). Also,

Foley (2005) explains that the increase in retention rates in Iraq could be contributed to the tax free Selective Reenlistment Bonus (SRB) which allowed the Army to exceed its retention goals in Iraq by more than 20% from that of fiscal year 2004. In addition, Table 1 will show that bonus monies both tax (if in a non-hostile environment) and tax free (if in a hostile environment) given as an incentive for reenlistment have contributed greatly to the high reenlistment rates and is consistent with their goal to prevent personnel shortages in occupations critical to the capability of the armed services conducting their missions.

A retention bonus might work as a short-term solution, but what would happen when the bonuses are discontinued and the Army has to retain the same amount of soldiers in order to maintain a viable force? In this case, organizational commitment may play a vital role in the soldiers' decisions to stay or leave the organization. Table 1 (see page 5) provides additional data regarding the effect of reducing or increasing retention bonus payments in retention mission accomplishment, in both peace time and hostile environment. For example, as illustrated in Table 1, the Army paid an increased amount in bonus payments, up from $223,000,000 in fiscal year 2004 to $265,300,000 in fiscal year 2005, to keep an additional 6,918 soldiers in its ranks. This is why discovering other factors (e.g., organizational commitment to soldiers) that may influence a soldier's commitment to stay may help the Army in reducing its investments in bonus monies.

This research study examined the need to understand the strength that organizational commitment may have on retention of initial term and mid-career soldiers in Iraq including the sub-elements of bonuses and other factors that might be particularly influential to this population (e.g., Army Well-Being programs, satisfaction with the organization, families,

etc.). For example, Garamone (2006) explained that General Pace, the highest U.S. Military ranking officer in an address before the Senate Armed Services Committee that family are a vital part in the retention of the U.S. Military. Moreover,

> (Military families) are serving this country. And when a service member comes home and their family tells that service member they're proud of them for what they're doing, they support what they're doing, they're willing to continue to support them in the future, that makes all the difference in the world (¶ 14).

Until what makes families and soldiers committed to staying an additional term of service is understood, it will be difficult to intervene and to improve initial term and mid-career soldier retention in Iraq by controlling bonus payments through organizational commitment.

Table 1

United States Army Retention Selective Reenlistment Bonus Payments from Fiscal Year 1990 through Fiscal Year 2006

Fiscal Year	Mission	Reenlisted	Bonus	Fiscal Year	Mission	Reenlisted	Bonus
2006	64,200	64,200[a]	$610.0M[a]	1997	79,900	80,000	$50.9M
2005	64,162	66,928	$489.0M	1996	73,070	72,990	$34.8M
2004	56,100	60,010	$223.7M	1995	72,600	72,100	$51.6M
2003	51,000	54,151	$112.2M	1994	67,000	69,700	$58.4M
2002	56,800	58,237	$127.8M	1993	77,500	73,800	$65.3M
2001	64,000	64,982	$108.8M	1992	81,900	77,400	$68.9M
2000	68,000	71,318	$107.5M	1991	77,000	72,900	$76.9M
1999	65,000	71,147	$82.4M	1990	67,000	91,100	$83.2M
1998	62,200	63,043	$50.6M				

Note. Information acquired by attendance of the United States Army World Wide Retention Conferences from previous fiscal years and email correspondence to the field from HQDA Retention Sergeants Major.
[a]Information is current as of 30 August 2006; the retention mission is still ongoing through the end of FY06 (FY06 end date is 30 September 2006); the Army has met its aggregate retention goal for FY06 a month early.

Purpose of the Study

This study addressed correlation between independent variables and dependent variables that may affect retention commitment of initial term and mid-career soldiers who are deployed to Iraq from Organization A, who are eligible to reenlist. For example, one of the independent variables used for the study was Organizational Commitment defined by Meyer and Allen (1991) as having a multidimensional construct consisting and distinguishing itself between three well validated component scales. Each was scored separately to measure the commitment profile of initial term and mid-career soldiers in Organization A (affective, continuance, and normative commitment) within the conceptual framework of organizational commitment. Moreover, multidimensional construct is defined as manipulation of one form of commitment that may have a causal effect on other forms of commitment (multidimensional), but not to each other (unidimensional). Meyer and Allen viewed commitment as "a psychological state (e.g., organizational commitment in relation to attitudes and behavior traits) that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue membership in the organization" (p. 67). A quantitative design was used to collect survey questionnaire data from a random stratified sample of 2,649 initial term and mid-career soldiers eligible to reenlist from Organization A (composed of Organization A1 through A8) to determine factors affecting retention commitment that would support and enhance retention in military organizations.

The secondary purpose of the study was to enable the researcher to understand and provide a framework for future research. The literature review demonstrated that current

research is needed to continue to validate and discover new trends or factors that influence retention of initial term and mid-career soldiers during a deployment in Iraq or similar environment. For example, the literature revealed that the Army is trying to establish appropriate programs to deal with the dilemma of retention in a hostile environment and that both a combination of internal and external organizational environmental factors influence a soldier's decision to stay in the Army.

Rationale

The rationale for this study was to determine if organizational commitment is sufficient to retain initial term and mid-career soldiers deployed in Iraq if the availability of bonus monies are decreased or eliminated as a reenlistment incentive. It added and provided new insight for future changes and implementation in the Army's Retention Program. Moreover, it provided a military perspective as to how organizational commitment affects a soldier's decision to leave or stay with the Army in a time of hostilities. According to Allen (2003), the "military organizations could continue to play a scientific leadership role in commitment research and contribute to finding answers for military leaders of their people challenges in the organization" (p. 251).

The rationale for this study was supported by research literature which suggested that organizational commitment has a significant effect on personnel retention in a working organization (Gade, 2003; Gade, Tiggle, & Schumm, 2003; Hom & Hulin, 1981; Hosek & Totten, 2002; Kaye & Jordan, 2002; Kitfield, 2003; Maertz & Campion, 2004; Martin & O'Laughlin, 1984; Meyer & Allen, 1997).

Research Questions

The research questions were used to provide answers and to study if any correlations exist between the variables studied. The theoretical framework reviewed in the literature review led to the following research questions:

Research Question 1

What is the correlation between organizational commitment studied by its item scale scores (i.e., affective, continuance, and normative commitment) and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq?

Research Question 2

What is the correlation between the organizational commitment studied by its item scale scores (i.e., affective, continuance, and normative commitment) and the intent to leave scale scores of initial term and mid-career soldiers in Iraq?

Research Question 3

What is the correlation between intent to leave scale scores and reenlistment bonus scores of initial term and mid-career soldiers in Iraq?

Research Question 4

What is the correlation between number of deployment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq?

Research Question 5

What is the correlation between the intent to leave scale scores and family decision to stay scores of initial term and mid-career soldiers in Iraq?

Research Question 6

What is the correlation between organization environment satisfaction scale scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq?

Research Question 7

What is the correlation between the well-being scale scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq?

Research Question 8

What is the correlation between continuance commitment scale scores and reenlistment bonus scores of initial term and mid-career soldiers in Iraq?

Nature of the Study

The study used a quantitative descriptive survey questionnaire and correlation research approach (a subset of descriptive studies) to explore the correlation between organizational commitment and retention of initial term and mid-career soldiers deployed to Iraq in which none of the variables were manipulated by the research (Cooper & Schindler, 2003).

Meyer and Allen (1991, 1997), and Gade's (2003) theoretical framework has pioneered the use of the Three-Component Model (TCM) that was used to frame this study and served as the basis to measure organizational commitment in a military environment. The literature review demonstrates that commitment is a multidimensional construct. For example, Meyer and Allen's TCM Employee Commitment Survey used in several research studies have concluded that commitment is a multidimensional construct. Gade explained that little is known and that researchers have only started to scratch the surface of this

multidimensional construct when measuring organizational commitment as it relates to a stressful environment. To explore the unknown and provide a military perspective, the TCM of organizational commitment was administered to a sample of enlisted soldiers with slight modifications to conform to Army language and environment. The instrument was used to build theory and intended to "strengthen the nomological network associated with the commitment construct" (Gade, p. 251).

The Intent to Leave Survey, with slight modifications was used with Meyer and Allen's (1991, 1997) TCM survey (Milligan, 2003) to explore initial and mid-career soldiers' intent to leave the Army. Demographic and background variables of soldiers' reenlistment category, age, gender, pay grade, marital status, spouse work and school status, satisfaction with family support programs, education level, ethnicity, reenlistment plans, reenlistment bonus decision, number of deployments, needs fulfilled, satisfaction with organization, and family influencing reenlistment decision were used as intervening or mediating variables to examine any correlations between organizational commitment and retention of initial term and mid-career soldiers in Iraq (Sproull, 2002).

Significance of the Study

The significance of this study was designed to provide the U.S. Army the military insight on how organizational commitment might assist in the organization's retention program. This Army, with its numerous commitments, continues to exceed its retention goals at the investment of $489,000,000 paid in reenlistment bonus incentives in Fiscal Year 2005. If bonus incentives are decreased or eliminated, it might affect retention by prompting more

soldiers to leave the Army at contract termination date, causing end-strength deficits and implications on maintaining Army readiness.

Studies on organizational commitment and employee turnover continue to highlight its importance to the military organization. For example, a survey conducted by the Conference Board, a not-for-profit organization that helps businesses strengthen their performance and better serve society through the creation and dissemination of knowledge about management and the marketplace, found that "nearly 90% of HR executives that responded said that they were still having problems retaining talent" (Dell & Hickey, 2002, p. 5). According to Weiss et al. (2003), employee turnover can be costly and require significant training and financial resources in personnel replacement cost, yielding a loss of organizational productivity and readiness. Thus, discovering any relation between how organizational commitment affects retention of initial term and mid-career soldiers in Iraq might help the military save on its investments and maintain readiness of its formations. In addition, Weiss et al. explained that expanding Meyer and Allen's (1997) TCM of organizational commitment to discover what makes an employee stay might provide much needed significant theoretical framework for the military and researchers to build on. Gade (2003) has provided the framework necessary for continuous discovery on how organizational commitment affects a soldier's decision to stay or leave the Army using a military environment (e.g., initial term and mid-career soldiers deployed in Iraq).

The literature demonstrates that there is a continued need for a contribution to the academic field of organizational commitment as it relates to U.S. Army personnel reenlistment in a combat deployed environment. In addition, the Army has invested an

average of $489,000,000 to retain 66,928 soldiers, compared to the Army's FY04 investment of $223,700,000 to retain 60,010 soldiers (see Table 1) in order to maintain a viable force. Based on the literature available on organizational commitment and the effects on employee reenlistment, it is evident that this topic has merits for continued study in order to retain the best soldiers to perform the mission.

Definition of Terms

9/11 refers to the incidents of September 11, 2001, the bombing of the World Trade Center and the Pentagon that started the deployment of the United States military to the Global War on Terrorism.

Antecedent (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) refers to demographic and other background variables measured against the three-components of the organizational commitment model.

Well-Being (Laar, 1999) refers to Army programs dedicated to improve quality of life issues for the soldier and family members.

Career Counselors and Reenlistment NCOs (Noncommissioned Officers) (Army Regulation (AR) 601-280) refers to a dedicated retention team that is responsible to ensure that every enlisted soldier eligible to reenlist are talked to about retention opportunities in staying with the Army. This retention team also drafts and affects contract agreements with the soldier.

Commissioned Officer (see United States Department of Defense Home Page) refers to as a member of the military service who holds a position of responsibility. Commissioned

officers derive authority directly from the President of the United States, as such, hold a commission charging them with the duties and responsibilities of a specific office or position. Commissioned officers are typically the only persons in a military able to exercise command (according to the most technical definition of the word) over a military unit.

Consequence (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) refers to results of analyses involving organization-relevant and employee-relevant outcome variables.

Correlate (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) refers to analyses of correlate variables measured of the three-components of organizational commitment model.

Deployment (Hosek & Totten, 2002) refers to soldiers leaving home stations to conduct peacetime or hostile missions.

Employee Turnover (Fields, Dingman, Roman, & Blum, 2005) refers to as an act of an employee leaving a current job for the same type of job at a different organization or an employee leaving a current job for a different type of job at a different organization.

Enlistment Bonus (AR 601-210) refers to a monetary incentive given to new Army entrants as an incentive to sign for a three to six year enlistment commitment in a critical military occupational specialty (MOS).

End-Strength (AR 601-280) refers to the number of soldiers on active duty for each fiscal year set by goals by the Congress in the National Defense Authorization Act for that fiscal year.

Expiration Term of Service (ETS) (AR 601-280) reflects the soldier's commitment end date of their contractual agreement with the Army.

External and Internal Environmental Elements refers to the organizations geographic location, established policies and work procedures, and the organization's values and beliefs.

Human Capital (Fitzenz, 2000) refers to the organization's expected return on investment of its employees through their contribution of collective attributes, talent, and work.

Life Cycle Units (Woods, 2005) refers to transforming Army units into combat deployable teams that will stabilize and keep the unit together for at least three years, adding predictability and stability for soldiers and family members. The goal of the life cycle units is to reduce the number of deployments soldiers endure to at least one per every third year of the unit life cycle ending date, providing military spouses stability in their careers, and keeping units that have been deployed for one year at their home station for two years before deploying again. The leadership projects that the end result will yield high retention rates of this population.

Organizational Commitment refers to "the view that commitment is a psychological state that (a) characterizes the employee's correlation with the organization, and (b) has implications for the decision to continue membership in the organization" (Meyer & Allen, 1991, p. 67).

Reenlistment (AR 601-280) refers to signing a contractual agreement for a renewal term of service.

Reenlistment Population (AR 601-280) refers to enlisted soldier categories (initial term, mid-career, and career soldiers). Initial term category is composed of those new soldiers still on their enlistment contract obligation that have not made a reenlistment

commitment. The mid-career category is composed of those soldiers that have made a reenlistment commitment and stayed for another term of service (i.e., soldiers that have at least reenlisted once and have no more than ten years of active federal service at ETS date). The career category refers to soldiers that reenlisted at least once and have ten or more years of active federal service at ETS date.

Reserve Components (AR 601-280) refers to the United States Army Reserve (USAR) and the United States Army National Guard (ARNG) organizations.

Retention (Frank, Finnegan, & Taylor, 2004) refers to an employer's desire to keep an employee in order to obtain the organization's business objective. In the U.S. Army (AR 601-280) retention refers to the number of soldiers who remain in the Army after their contractual term of service expires.

Reenlistment Bonus (SRB) (AR 601-280) refers to a bonus given to soldiers that meet the reenlistment criteria set forth in AR 601-280 as an incentive for a new contract of continued service.

Soldier refers to an individual that has accepted to wear the uniform and serve the U.S. Army in times of peace and hostility.

Stop-Loss (Squitieri, 2005) refers to a military policy that prevents troops from leaving the Armed Forces after their contracts have expired (enables the military services to retain members beyond their contractual obligation dates). "According to Squitieri, the use of stop loss is often an indication of a shortfall of available personnel," says Loren Thompson, an analyst at the Lexington Institute, a think tank based in Arlington, Virginia (¶ 6). Stop Loss policies allow commanders to force service members that are normally scheduled to

retire or leave the military to remain in the military if their unit is scheduled to serve an upcoming tour in Iraq or Afghanistan. Stop loss measures were first introduced in and passed legislation during the first Gulf War and have been reinstated in the wake of September 11, 2001 to maintain Army end-strength objectives.

Three-Component Model of Organizational Commitment (Meyer & Allen, 1991; 1997) refers to a multidimensional construct consisting of three components: affective, continuance, and normative commitment. The model is the focus in organizational commitment studies today.

Assumptions and Limitations

Assumptions

This study assumed the following:

1. Organizational commitment assists in the decision of initial term and mid-career soldiers deployed in Iraq to reenlist and is a strong predictor of retention.

2. When reenlistment bonuses are taken away as a reenlistment incentive it will have implication on the Army's ability to reenlist initial term and mid-career Soldiers deployed in Iraq.

3. Success of reenlistment commitment of initial term and mid-career soldiers deployed in Iraq can be credited to several combinations of factors and not only related to organizational commitment and bonus incentives (e.g., the external and internal environmental elements of an organization might play a vital role in a soldier's reenlistment decision).

4. Spouses or family members might be the vital link in the decision-making process of a deployed soldier staying in the Army. This assumption is contingent on how well the Army supports both married soldiers and their family members when the soldier is deployed to Iraq. It is the belief of the researcher that families do have a lot to contribute when deciding to stay or leave the Army.

5. A SRB is an encouraging factor and strong predictor of initial term and mid-career

soldiers with MSOs deployed in Iraq reenlistment commitment.

Limitations

The study assumed the following limitations:

1. The population sample in this study was enlisted Army soldiers with no more than 10 years of active federal service that are deployed for one year in Iraq. Thus, generalizations of the findings to other populations or settings may not be appropriate (e.g., the career enlisted soldier population and those soldiers not deployed to Iraq).

2. The research study is focused on an enlisted Army population deployed in Iraq; thus, generalizations of findings to officers and other military branches of the United States Armed Forces will not be drawn.

3. This study may yield bias due to the selection of the population being surveyed coming from one organization located in Iraq.

Organization of the Remainder of the Study

Chapter 2 discusses the literature available, addressing nonmilitary and military perspective on organizational commitment as it relates to employee and soldier retention. Chapter 3 describes and discusses the research methodology, sample population, and design selected to respond to the study. Chapter 4 presents and analyzes the data collected using the methodology described in Chapter 3. The study concludes with Chapter 5, which is a summary of conclusions drawn from the data presented in chapter 4, and presents limitations of the study and recommendations for future research.

CHAPTER 2. LITERATURE REVIEW

Introduction

The focus of this literature review is on organizational commitment as it relates to retention of initial term and mid-career soldiers in Iraq. It reviews existing frameworks for understanding, discovering viewpoints and new perspectives to explore organizational commitment as it relates to Army retention. The literature review consist of two sections that provide understanding organizational of commitment as it relates to initial term and mid-career soldier retention in Iraq. The first section of this literature review will cover and provide an overview of diverse theoretical frameworks available on organizational commitment, retention, and antecedents related to employees staying or leaving a nonmilitary organization. In addition, the first section of the literature review will use the overview of nonmilitary organizations to provide the basis in framing the research study for use in a military organization. The second section of this literature review will cover and provide an overview of diverse theoretical frameworks available on organizational commitment, retention, and antecedents related to soldiers staying or leaving a military organization. Moreover, both sections will allow current and future researchers to validate Meyer and Allen's (1997) TCM to organizational commitment as it relates to retention in a military environment.

Organizational Commitment: A Historical Perspective and Meaning

Most early literature on organizational commitment has considered several viewpoints when defining and determining the effects of organizational commitment. As a

starting point, researchers have contributed multiple definitions for organizational commitment. Briefly, Mowday, Porter, and Steers (1982) defined organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization" (p. 27). Mowday et al. (1982) found that employees' commitment develops from the first day of employment and evolves over a period, involving the correlation of behaviors and attitudes. Meyer and Allen (1991) claims that "commitment is a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue membership in the organization" (p. 67). In addition, Meyer and Herscovitch's (2001) study suggested that commitment could take diverse forms relevant to various targets or foci that make a connection to a force and an individual's course of action. Although commitment can take diverse forms, for the purpose of this study, Meyer and Allen's (1991, 1997) three-component model of organizational commitment will be the focus point in framing an integrative model for future research in trying to make a connection.

Three-Component Model of Organizational Commitment: An Integrative Perspective

Researchers such as Porter, Steers, Mowday, and Boulian (1974) defined commitment in terms of overall employee strength in their involvement in the organization; Porter , Steers, Mowday, and Boulian viewed commitment as a one-dimensional construct, focusing only on affective attachment. In contrast, Meyer and Allen (1991) researched it as multidimensional, where manipulating one form of commitment may have a causal effect on other forms of commitment (multidimensional), but not to each other (one-dimensional). Meyer and Allen discovered and introduced theory having a multidimensional construct

consisting and distinguishing between three components (affective, continuance, and normative commitment) within the conceptual framework of organizational commitment considered as a psychological state (e.g. organizational commitment in relation to attitudes and behavior traits).

The purpose is to argue that other theories may be necessary to understand how other factors might shape organizational commitment by the integration of other models that might merit discovery in conjunction with Meyer and Allen's (1997) three-component model to organizational commitment. For example, as evident through previous research, studies by Meyer, Becker, and Vandenberghe's (2004) argue that other factors might play a vital role in the shaping of theory predicting, influencing employee behavior in relation to commitment (e.g., needs, values, incentives). Meyer and Herscovitsch's (2001) argument, identification, and development of Meyer and Allen's three-component model (i.e., three forms of commitment: affective, normative, and continuance) led the way for this research study. Meyer and Allen's (1991, 1997) research has characterized and demonstrated the three-component model as having three individual mindsets: desire, obligation, and cost of either staying or leaving the organization.

First, Meyer and Allen (1991, 1997) described affective commitment (also referred to in the literature as psychological or attitudinal commitment) as reflecting a desire referring to a sense of belonging, where people might agree with organizational goals, values, and beliefs. In addition, Meyer and Herscovitch (2001) argued that the primary bases for the development of affective commitment are personal involvement, identification with relevant target, and value congruence. Second, in contrast, Meyer and Allen (1997) explained that

normative commitment reflects and refers to an employee's obligation to remain a member of the organization because of pressure by others to stay. Finally, Meyer and Allen's continuance commitment (also known as calculative or behavioral) reflects a need associated with staying with the organization, where the individual may feel that leaving may be costly if a better course of action is not present. For example, soldier's continuance commitment based on a combination of side-bets theory and the individual form of values like foregoing a retirement plan, age, or time invested in the organization as a consequence of leaving the Army (see side-bets theory of Becker, 1960; Powell & Meyer, 2004). Moreover, a soldier with little time invested, younger age, and serving in a hostile zone with the Army may find a retention bonus lucrative to the decision of staying with the organization, thus, creating high continuance commitment. In contrast, arguments could be made about Fields, Dingman, Roman, and Blum's (2005) prediction that certain variables (a soldier's education level, higher job stress, fewer family responsibilities and being male) are not significant to employee turnover might continue to have a not significant relation when involving a bonus payment as incentive to stay with the organization in future research.

Fields, Dingman, Roman, and Blum (2005) suggest that there is an advantage in measuring turnover as a multifaceted construct. Meyer, Becker, and Vandenberghe (2004) explained that this construct might provide the researcher a range of alternatives on which to base their analysis of why individuals stay or leave the organization. This might lead one to believe that considering a range of models for discovery is the best course of action. For example, the integration of the following models or theories may realize the best course of action for discovery:

1. The integration of side-bets theory with Meyer and Allen's (1997) TCM may advance theory in organizational commitment when introducing the study of initial term and mid-career soldiers deployed in Iraq (e.g., using a bonus may be reciprocation activity that may stimulate a soldier's decision to stay with the organization during a deployed environment in Iraq).

2. Locke's (1997) model of the work motivation process might fill in gaps to develop Meyer and Allen's continuance commitment needs associated with staying in the organization to see how turnover might play a role in a soldiers' decision to stay with the organization.

Meyer, Becker, and Vandenberghe (2004) suggested that promoting the idea of integrating other theories or models might help develop organizational commitment. The introduction of new perspectives and revisiting old theories and ideas might play a continual and vital role in building multi foci of an organizational employee commitment model. According to Krippendorff (2003), revising old concepts may prove to be beneficial to the bottom line of any process and might provide a starting point to understanding the effects that behavior has on organizational commitment in relation to employee voluntary turnover; it may also create a path towards the development of an integrative model to the foci of organizational commitment. For example, Southwest Airlines discovered success when it decided to use the first airline point-to-point model (i.e., a direct flight to a destination, which allowed them to continue earning revenues when other airlines were struggling to break even).

It can be argued that Abraham Maslow's hierarchy of needs theory might serve current-day applications, specifically, his studies from 1942 through 1949 studies on individual motivation (Sirgy, 1986). Maslow felt that an individual's motivation is determined by a level of need or desire. Maslow developed a scale that highlighted the various levels at which people find themselves motivated. The five levels that Maslow

identified included physiological, safety, belongingness, esteem, and self-actualization. To further expand on Maslow's theory, Stum (2001) formulated a hierarchal model of organizational commitment known as the "Aon Performance Pyramid," a performance pyramid model developed out of analyses of the Aon Consulting's Loyalty Institute work database. The Aon's work research used a database model developed from 1997 to 2000 that holds more than 10,000 North American and Canadian studies, including data from more than 50,000 employees. The collected data explored how organizational practices increased employee commitment through a commitment index of pride, productivity, and retention. A conclusion of Aon's work research defined workforce commitment as productivity, pride, and retention that is impacted through Aon's Performance Pyramid (safety/security, rewards, affiliation, growth, and work/life harmony).

Stum (2001) argued that the performance pyramid model supports the belief that organizational and workforce environment contributes to the emergence of a new commitment contract between the employee and the organization. Stum research provides a wakeup call to organizations and suggests that human resource professionals are vital contributors to the employee/employer contract to workforce commitment. In addition, Stum's research suggests that if employees' expectations or needs are not met in a certain order outlined by the model, the model may identify solutions for improving employee commitment and retention. Data analysis by Stum revealed that commitment is not the result of a miracle solution but derives from needs and values. Maslow and Stum's beliefs are supported by Becker's (1960), Meyer and Allen's (1991,1997), Locke's (1997), Meyer and

Herscovitch's (2001) and Powell and Meyer's (2004) theories and models on how behavior factors implicates an individuals decision to stay with the organization.

In a military setting, Milligan (2003) and Meyer, Becker, and Vandenberghe's (2004) viewpoints might lead the way to filling in gaps in the literature available on organizational commitment as it relates to soldier retention. First, Milligan (2003) used a descriptive, correlated research design using survey methodology that examined the relationship between organizational commitment and intent to leave the organization. Milligan followed a study group of 391 Air Force captains attending a five-week professional military education program. From this group, only 306 participants responded, yielding 285 good responses used to determine predictability between the study variables. The officers answered a survey battery that included the Management Behavior Climate assessment, Organizational Commitment Scales, and Intent to Leave Survey. The results from the group indicated that there is a significant and inverse relationship between organizational commitment and intent to leave military service. Second, Meyer, Becker, and Vandenberghe (2004), suggested that the use of a military hostile environment to discover why individuals elect to stay or leave an organization might further support the integration of Beker's (1990) theory of side-bets to Meyer and Allen's (1991,1997) TCM to organizational commitment. This is supported and illustrated by Meyer, Becker, and Vandenberghe's examples of two soldiers, where a soldier (Soldier A) enlisted in the armed forces with a strong set of values and a soldier (Soldier B) enlisted because of tradition, incentives, or a draft. For the sake of simplicity and illustration, a soldier (Soldier A) who enlisted in the Army after 9/11 might drive behavior "as highly autonomous even when carrying out direct orders under combat conditions" (p. 999). In

contrast, it can be argued that a soldier that joined the Army before 9/11(Soldier B) when given other directives (e.g., stop loss measures that prevents a soldier from leaving the Army upon completion of contract in order to deploy to a hostile environment) might have a different commitment than that of a soldier who enlisted with high values (Soldier A). According to Squitieri (2004), stop loss measures are driven by an effort to keep a unit together down to the lowest level soldier in order to maintain a viable fighting team. Moreover, this effort is being coupled with the Army investing in reenlistment bonuses from $5,000 to $15,000 for a minimum of a three-year reenlistment commitment for those soldiers in Iraq, Afghanistan, or Kuwait in an effort to keep a viable fighting population in their ranks. The bonus incentives could be higher if the soldier decides to stay for a longer term of service.

The current study might be the perfect opportunity to see how stop loss measures and incentives (e.g., bonuses) impact a soldiers' (Soldier A and Soldier B) decision to stay beyond their contractual obligation requirements. There has been over two decades of theory and research that support the general model of workplace commitment and several distinctions that would allow the model to serve as a integration to organizational commitment (e.g., the "distinctions among foci, forms, and bases of commitment" p. 994) Furthermore, Meyer, Becker, and Vandenberghe (2004) illustrated and argued that integration will "encourage greater cross-fertilization" between existing models and theories (p. 991).

Organizational Commitment: Employee Turnover and Retention Perspective

Although multiple theoretical constructs and organizational commitment definitions exist, new research should focus on merging each valid theoretical construct and then defining organizational commitment after analyses of the results. Reasons why employees stay committed to an organization differ from one organization to another. Considering Meyer and Allen's (1991, 1997) organizational commitment components, Moorhead and Griffin (1992) concluded that organizational factors (e.g., pay, promotion opportunities, work itself, policies and procedures, and working conditions), group factors (e.g., coworkers and supervisors), and personal factors (e.g., needs, aspirations, and instrumental benefits) usually determine if an employee remains committed to an organization. The following are the top four reasons that had a positive effect on retention and minimal turnover in the nonmilitary organization: "(a) exciting work and challenge, (b) career growth, learning, and development, (c) working with great people, and (d) fair pay" (p. 10).

Kaye and Jordan (2002) argued that employees must have a sense of self-worth and feel that they are participating and being given opportunities for development in order to allow for future career growth. Furthermore, managers and leaders must be able to ask the right questions and allow for employee contribution to the work processes of the organization in order to facilitate employee commitment to stay. An argument could be made from Mulvey's (2005) analysis that a combination of organizational and demographic factors are reasons for voluntary turnover and are higher for industries with a younger workforce (e.g., Initial term soldiers in an Army organization).

To provide another perspective, Meyer and Allen (1997) explained and hypothesized that relationships exist between organizational commitment, employee retention, and

voluntary turnover. Meyer and Allen focused on the collection of quantitative empirical research starting in the early 1980s. They concluded that organizational commitment is a multifaceted construct rather than operating under one approach or another. Meyer and Allen's main objective was to summarize how organizational commitment developed and what implications it had for employees and their organizations; they believed that by acknowledging these concerns, organizations would begin to recognize the importance of finding answers.

Meyer and Allen (1997), Maertz and Campion (2004) introduced a turnover model that studied the "whys" of turnover and the "hows" of the turnover process. To study why employees quit, Maertz and Campion introduced and described commitment as having eight motivational forces of attachment and withdrawal: affective, contractual, constituent, alternative, calculative, normative, behavioral, moral, and avoidability and manageability decision types. Maertz proposed and tested hypotheses to develop a process-content integration that relates to turnover motives and decision processes to commitment using the four process types: impulsive, comparison, preplanned, and conditional quitting. Maertz used two forms of data collection: a classification interview to determine the "hows" of employees quitting their jobs, and a follow-up survey using a five-point scale ranging from "strongly disagree" to "strongly agree" to measure the "whys" of motivational forces and turnover avoidability. Maertz collected data from a sample of 159 respondents from many occupational types in several Midwestern cities who had quit their jobs, with an average tenure of 38 months; Maertz then tested seven hypotheses. Out of the seven hypotheses tested, six partially supported and confirmed a systematic relation between the eight content

motives and the four-decision process types. An assumption from the results might be drawn to demonstrate a model of turnover process factors and integrated turnover contents; this study can contribute to and provide theoretical development for and a clearer understanding of voluntary turnover phenomenon in future studies.

The study of organizational commitment has taken several directions over many years. The specific variable of employee turnover has revealed an interest in discovering how commitment affects this phenomenon. Using two surveys, Blau and Boal (1989) proposed and introduced a conceptual model to study and predict how employee turnover affects the interaction of job involvement and organizational commitment. The first survey yielded a sample of 129 out of 210 field officer employees, with five years of experience or less, in the insurance industry in the United States. The five-year point is when opportunities for job change within the insurance industry are most prevalent. A second survey, sent to 129 employees who responded to the first survey, yielded 106 good responses. Blau and Boal measured organizational commitment by using the 9-Item Scale short version of Porter's 15-Item Scale; they measured turnover by recording the number of voluntary exits from the organization within 22 months of the first survey administration (Mowday, Steers, & Porter, 1979). The historical data yielded a departure from the organization of 49 field officers with lower levels of job involvement and organizational commitment, and field officers having high job involvement and low organizational commitment for subsequent turnover. According to Blau, a relation exists between organizational commitment and turnover; higher commitment from the employee will most likely yield higher retention in the organization. Meyer and Allen's three organizational commitment components suggest that organizational

commitment antecedents, consequences, and correlates will show a relation to voluntary turnover of field officers.

In contrast to Porter's 15-Item Scale, Lee and Olshfski (2002) used three dimensions of employee commitment (supervisor, group, and organization), based on the published work of Reichers (1985), to survey firefighters. Reichers argued that a multiple commitment approach might be valuable in measuring different commitments to the goals and values of multiple groups. According to Reichers, commitment has been significantly and negatively associated with turnover. Lee and Olshfski studied a sample composed of 45 volunteer associations and one paid fire department. Of this sample, 12 organizations responded with 156 surveys. The surveys measured the extra-role behavior of the firefighter in relation to community and organizational commitment. The study concluded that firefighters' commitment is greater when their job receives value and support from the community. Moreover, the study conducted by Lee and Olshfski may need a second look using a larger sample of both volunteer and paid firefighters in conjunction with Meyer, Allen, and Smith's (1993) three-components model of organizational commitment in order to validate the previous results. A reinvestigation will also determine whether other factors impact a firefighter's decision to perform and stay with the organization.

Meyer, Allen, and Smith's (1993) three-component commitment model, Meyer and Allen's (1997) organizational commitment questionnaire, Kopelman, and Rovenpor Millsap's (1992) scale to measure job search behavior, and Mitchell, Holton, Lee, and Erez. (2001) two items adapted from Lee and Mowday's (1987) scale all provided Cunningham, Fink, and Sagas (2005) with a conclusion of why people stay with their organization. And,

they supported the validity of Mitchell's et al. (2001) "job embeddedness construct, described as a key mediation construct between specific on-the-job and off-the-job factors and employee retention" (p. 1108). According to Mitchell et al., job embeddedness represents a wide range of influences on employee retention that enable organizations to predict voluntary turnover and keep the best employees. This construct included three simple but critical aspects of job embeddedness: link, fit, and sacrifice. *Link* is defined as people having links to other people and activities. *Fit* is a perception of how the employee fits with the job, community, and organization. Finally, *sacrifice* is defined as what the employee will have to surrender if seeking employment elsewhere. To validate the new construct, Mitchell et al. used two samples to study why people stay committed to their present job. The first sample of 700 randomly selected grocery store employees from eight stores yielded 177 good surveys out of 232 who responded. A second sample of 500 randomly selected hospital employees yielded 208 good surveys out of 232 who responded. The results provided a means of testing job embeddedness to provide a "new perspective on why people stay on their job" (p. 1116).

Mitchell, Holton, Lee, and Erez (2001) argued that a negative relationship exists between the variables embedded in an organization, the intent to leave, and voluntary turnover. In addition, they suggested that job embeddedness will improve and predict turnover (e.g., employee linkage, fit, and sacrifices made with the intent to leave to the organization), but will not influence indicators of voluntary turnover. Mitchell's et al. (2001) study provided a starting point for Cunningham, Fink, and Sagas' (2005) study which introduced, tested, and argued a revised version of their multi-item scale that included a new

global-item measure resulting in strong support for the global-item measures. The study analyzed data collected from two independent samples of intercollegiate softball coaches (n = 214) and athletic department employees (n = 189) that validates how integrating theories or models might improve the future study of employee retention as suggested by Meyer, Becker, Vandenberghe's (2004).

The variables Cunningham, Fink, and Sagas (2005) used in their research study of employee commitment and retention seem consistent with Allen and Meyer's (1996) research which reports that negative correlations exist between organizational commitment and voluntary turnover. Meyer and Allen (1997) argued that correlations of the variables of employee commitment and retention are not the only method to research these variables. Meyer and Allen suggested that causal modeling procedures in future research would permit greater confidence in causal inference than simple correlation; they suggested the use of "longitudinal designs with time lags appropriate to variables involved" (p. 113). However, causal modeling can make the manipulation of commitment levels difficult to perform, because few researchers studying consequences of commitment in relation to the variables mentioned use cause-and-effect terminology. As evidenced by Cunningham et al. (2005) validation of Mitchell, Holton, Lee, and Erez' (2001) theory of job embeddedness might support the initiative of model integration to determine implications between organizational commitment and measuring employee retention (i.e., intent to stay or leave the organization).

In contrast to the turnover perspectives outlined in the literature review, measuring retention rather than turnover complements the determination of turnover for talented and skilled employees (Waldman & Arora, 2004). Waldman and Arora suggested that human

resource managers and senior planners must pay attention to who leaves the organization in order to identify when, why, and what they take with them to other organizations. This is vital to understanding the effects of retention in relation to voluntary turnover.

According to Capelli (1999), the key to a successful retention program is a commitment by the employer to have an effective recruiting campaign to ensure that the right individual is hired. Capelli explained that to have an effective recruiting campaign, the organization must first identify the right skill sets, beliefs, and values required of the job. The organization must complement this with organizational commitment by offering incentives, higher pay, recognition, training, and opportunities for advancement. Data analysis by Meyer et al. (1989) suggested that in order to increase commitment, it is important for organizations to examine the practices they implement. Comeau-Kirchner (1999) cited a research study conducted by a career service firm based in New Jersey that concluded and validated Capelli's (1999) beliefs that organizations that complement organizational commitment with greater employee compensation, career development, and other practices beneficial to the employee yield a lower turnover of their best employees.

The evolution of human resources has introduced new practices and roles for human resource professionals and organizational leaders to follow when considering organizational commitment and employee turnover. The limited literature available on human resource management and the phenomenon of voluntary turnover shows that a link may exist between employee commitment to stay and human resource practices in an organization. According to Job Openings and Turnover Survey data series published and released on June 7, 2005, by the Bureau of Labor Statistics (BLS), there were 17.1 million voluntary turnovers for the year

ending April 2005. This indicates that turnover is relevant to human resource practices because of the critical cost drivers for American business including staffing, vacancy, and training for every turnover of the organization.

Research That Matters: Commitment and the Employee's Choice to Stay

From a commitment perspective, as the economy improves and jobs become available organizational commitment could be a factor for the Army retention program. Meyer and Allen's (1997) three-component model might provide answers and direction for management and human resource professionals in avoiding turnover. According to Branham (2005), the biggest concern is management accountability for voluntary turnover and management not taking the blame for employees exiting and becoming disenchanted with the work environment. Branham's study conducted by Saratoga Institute, a division of PricewaterhouseCoopers, characterized the comments from 3,149 employees who voluntarily left the organization from 1996 to 2003, out of a database of at least 19,700 past and current employees from 18 organizations. The study produced 57 out of 67 reasons why employees voluntarily left the organization. Branham explained that supervisors are in direct control of at least 70% of the main reasons employees do not stay with an organization and share the burden to correct these issues.

Branham (2005) analyzed the data from the Saratoga survey to provide an accurate account and common characteristics of the results. Branham concluded there were four fundamental human needs that required attention from the organization: the need for trust, the need for hope, to feel a sense of worth, and to feel competent. Branham discovered that employees expect management and the organization to be honest and keep promises,

compensate the work fairly and on time, and allow for open communication. Employees expect management to meet the need for hope by providing employees with opportunities for self and professional development to enable growth within the organization (e.g. promotions leading to higher earnings). Employees need to feel a sense of worth by having management recognize and reward employees accordingly and make them feel valued and respected for what they do for the organization. Finally, the employer has to meet employees' need to feel competent by making good use of their talent and providing feedback on their performance.

While the data shows that employees from a wide range of industries need to feel trust, hope, worth, and competence, their age and tenure may play a role in the order in which they feel those needs are vital to stay in the organization. Management must be able to identify these factors, because each employee is unique in needs, wants, and desires (e.g., an older workforce might be concerned with retirement or health care benefits, while a younger workforce that might be concerned with professional development or career growth).

The Bureau of Labor Statistics projects a labor shortage of 10 million workers by 2008 (Frank, Finnegan, & Taylor, 2004). The labor shortage may be attributed to the unavailability of a younger workforce. For example, Childstats.gov predicts that the age group of 18 and below will be smaller and will remain low until at least 2020 (Frank et al., 2004). An argument could be made that with this shortage the Army may face a shortage of its own in soldier population because of less people being available in the population to recruit and because of the demand in the civilian workforce due to retirement replacements and voluntary turnover to better positions. Furthermore, a labor shortage could have implications on the Army's retention program when considering the factors of war in relation

to a labor shortage in the civilian economy that can facilitate the soldier and family member transitioning into the civilian sector. In addition, pay seems not to be a top factor for at least 88% of the exiting employees surveyed. What is important is fair pay (e.g., being compensated for superior performance, paying new hires without experience less than experienced workers do). According to Goulet and Frank (2002), pay and benefits (extrinsic motivators) are critical in a robust economy where jobs are plentiful and the demand for qualified employees is high allowing for job shifting. Moreover, as an assumption, organizational commitment through extrinsic motivators might influence employees' commitment to stay in the organization. In addition, a stress-free environment and working adequate hours seem to be important factors that affect employee voluntary turnover; it would be of interest to see if this is the same for Initial term and mid-career soldiers in Iraq. An argument could be made for Goulet and Frank's motivation theory that Maslow's hierarchy model is still relevant today and might be a great contributor to organizational commitment studies in relation to retention.

Organizational Commitment and Retention: United States Army Perspective

The relationship between deployments, family members, and a soldier's decision to commit for an extra term of service can be complicated to understand. An army needs to reenlist as many qualified soldiers as possible in order to maintain experienced individuals in its ranks and enable the training of new entrants and prepare them for service to their country.

This research focuses on the review of published data that exists from several researchers and publishers on the topic of deployment and retention in order to formulate and develop a theoretical research framework and propose a model. The approach taken involved the review of literature available from Gade, Tiggle, and Schumm (2003), Hom and Hulin (1981), Martin and O'Laughlin (1984), Kaye and Jordan (2002), Gade (2003), Meyer and Allen (1997), Kitfield (2003), Maertz and Campion (2004), and Hosek and Totten (2002) to look at the Army perspective. Moreover, Bell, Scarville and Quigley (1991), Stum (2001), Mathieu and Zajac (1990), Mitchell, Holton, Lee, and Erez (2001), Laar (1999), Rosen and Durand (1995) to help explain the complexity of deployment in relation to retention, this review discussed available theories and evidence and looked at various factors that influenced the retention of a deployed soldier.

With the increased demands of a smaller United States Army force, due to the current involvement of various missions (i.e., peace keeping, humanitarian, national security, etc.), retention becomes vital. The strain placed by these missions on soldiers and families might create a retention dilemma for those soldiers deployed several times to support various types of missions. According to Weaver (2005), today's soldiers are experiencing at least two deployments in a hostile zone environment within a three-year period and might end up deploying to a hostile zone several times before their contract term is completed. Therefore, the soldier who commits to staying in the Army will be accepting the return to a hostile zone or other types of missions. Weaver explained that there are mixed feelings when it comes to being away from home that might prompt soldiers not to commit to staying in the Army.

Rosenberg (2004) stated that about 78% of the Army's combat units might see a deployment during the course of a year.

Tyson (2004b) explained that an extended deployment of United States troops could affect morale and cause soldiers not to commit to another tour of duty in the Army. This is evidenced by independent surveys conducted of soldiers and their spouses, suggesting that a significant number of veterans express the intent to exit the Army rather than go through another hostile area deployment. According to Davis et al. (2005) deployments in general (e.g., peace keeping, homeland security, humanitarian, and the situation in Iraq and Afghanistan) may create lower morale and hinder the sustainability of manpower levels by lowering retention rates. Therefore, any theory or evidence that would identify the factors that influence the decision or commitment of these soldiers to stay might position the Army and other organizations to improve their retention programs.

Gade, Tiggle, and Schumm's (2003) overview on the military provides a good starting point in identifying factors that might influence a soldier's decision to stay and it makes good use and integration of the PERSTEMPO theory. Gade et al. (2003) introduced organizational commitment as a good predictor to both reenlistment intentions and reenlistment behavior, as concluded in studies of 2,400 soldiers conducted by Hom and Hulin (1981) and Martin and O'Laughlin (1984). According to Allen (2003), little is known about behavior (i.e., behavior under stressful conditions, teamwork related, workplace deviance, or health related outcomes) in relation to commitment. The study of 2,400 soldiers concluded that affective commitment, as defined by Meyer and Allen (1997), is a desire to belong, to

agree with an organization's goals, values, and beliefs, and is related to intention to stay in the Army.

Gade (2003) argued that Meyer and Allen's (1997) theory has proven to be one of the best developed, comprehensive, and reliable measures available in predicting factors that lead to retention outcomes. In contrast, Karrasch (2003) argued that there is little research on organizational commitment in relation to antecedents to make significant progress in commitment theory building. According to Gade organizational commitment, as it relates to the military, has a combination of three component processes: (a) affective commitment, where the soldier and spouse have identification with the Army, (b) continuance commitment, where the soldier feels that he or she has too much time invested in the Army or it is hard to find another job, and (c) normative commitment, where a soldier or spouse feels a moral obligation or calling to stay (Meyer & Allen, 1997). Meyer and Allen's TCM components of commitment could increase soldier retention in the Army, provide military leaders insight, and build much needed theory using a military environment. As evident by Gade's work of military organizational commitment and as previously suggested in the literature, the building of theory using an integrative construct might provide validity and find links among the variables being studied. For example, Karrasch's interest in how organizational commitment could be influenced by leader behavior, social, organizational, demographic factors, together with Gade's work, might continue to build theory in the field of organizational commitment as it relates to military organization retention programs. Finally, it could be argued that leader behavior might influence retention and clear a path to

how organizational commitment versus bonus payments might be the most critical factor in the soldiers' decision to stay in the Army in a hostile environment.

The following combined military affective and continuance antecedents (to predict behavior) or factors as described in the literature of Gade (2003) provided evidence that is significant to a soldier's commitment to stay or leave the Army. First, affective commitment involves feeling a part of the family, having personal meaning, a sense of belonging, emotionally attached to an organization, and pleasure discussing the military. Second, benefits are not matched by other organizations. There are too few options to leave Army, it is too costly to leave, there is fear to quit without another job, it is hard to leave at a specific time, leaving disrupts life, remaining is a necessity, and there is a lack of alternatives.

Gade (2003) concluded that Meyer and Allen (1997) provided a well-summarized growing body of evidence, each with its own "distinct relations to behaviors of vital interest to the military service" (p. 92). Furthermore, Gade explained that a comparison of Meyer and Allen's organizational commitment theory to retention has demonstrated usefulness in evaluating factors that influence voluntary turnover of deployed soldiers in the Army. Moreover, as evident in Kaye and Jordan's (2002) research study, the same concepts or factors can be used to influence employee voluntary turnover in any organization, where similar factors were measured using Meyer and Allen's three components theory of commitment that yielded similar outcomes as in Gade's study.

PERSTEMPO Theory

A PERSTEMPO (personnel tempo—the time an individual spends away from home station) theory might allow researchers and Army leaders to understand and discover how

long and hostile (combat-related) deployments affect the soldier's commitment stay or exit the Army. A RAND Research Brief (1999) concluded from a 1998 RAND report by Hosek and Totten (2002) that shorter deployment tours increase reenlistment of those on their first enlistment contract, especially in a combat zone. The study looked at PERSTEMPO measures (the number of days a soldier is away on a long tour of duty of 30 days or more or as hostile duty of any duration) of those soldiers who were away from home station. In conclusion, a decreased amount of PERSTEMPO in a hostile area has a significant increase on a soldier's commitment to stay. The study would have provided more validity and reliability if other factors had been taken into consideration. The consideration of Meyer and Allen's (1997) theory on commitment into the PERSTEMPO theory might be the way to provide viable evidence that PERSTEMPO is not the only factor to consider in the dilemma of soldier retention in a hostile environment. In comparison, the theory of PERSTEMPO produces evidence that it will influence a soldier's decision to stay in the Army, but does not provide any evidence that it will influence an employee's decision to stay in another organization.

Soldier Retention: A Learning Theory Perspective

Hosek and Totten (2002) introduced a new theory to suggest relationship deployment may have on two groups: initial term (enlisted soldiers on first contract) and mid-career (enlisted soldiers on their second contract), in order to research the effect of deployment in both hostile and non-hostile operations in relation to commitment to stay in the Army. This learning theory posits that deployment allows soldiers to learn about their preference,

duration, and frequency for deployment. Therefore, Hosek and Totten suggested the following:

> …learning occurs because deployments have common aspects—such as the separation from family and friends; the opportunity to apply training on missions, risks; the opportunity to demonstrate proficiency, resolve, and courage; as well as the possible sense of personal fulfillment. (p. xiii)

Hosek and Totten's (2002) study looked at data that covered a soldier's decision to reenlist or leave the Army for those soldiers within three months from contract agreement-ending date from fiscal year 1996 through fiscal year 1999; external factors were taken into consideration (e.g., pay, marital status, the economy, age, promotions). The results concluded that for soldiers that had one or more non-hostile deployments or zero to one hostile deployment, retention increased as the number of non-hostile deployments increased and equivalent to the hostile deployment. The evidence demonstrated that non-hostile or hostile deployment is not a significant factor for soldiers staying in the Army unless soldiers had three or more deployments. The research study yielded valuable information for future studies which might show diverse results. For example, Hosek and Totten's results reflect a period where deployments were less than six months and did not take into consideration internal environmental factors such as organizational commitment. This study might hold more validity if conducted under the current Army environment, where deployments to hostile areas are at least 12 months, soldiers have experienced at least two hostile deployments in less than three years, and with the understanding that if the soldier decides to stay in the Army, they will likely return to a hostile area. According to Kitfield (2003), the

Army conceded that as many as 45,000 soldiers might return to a hostile zone, units are experiencing a yearlong hostile deployment to return for six months, and soldiers end up in a hostile area for another 12-month tour. This is evidence that Hosek and Totten's research results might be different when considering the current environment for further research.

A Sense of Community Theory

An organization's external environmental factors, such as a sense of community, might play a vital role in the retention of soldiers during times of hostilities or peacetime deployment. According to Laar (1999), the Army is committed to supporting soldiers through established well-being programs that enhance quality-of-life issues for both the soldiers and their families during a deployment. Rosen and Durand (1995) described that well-being programs provide organizational support for families during a deployment. For example, the Army provides support through agencies such as Rear Detachment Command which is composed of soldiers not deployed with a unit who remain behind to provide rear operations and family support groups led by volunteer deployed soldiers' spouses. The Army believes that quality-of-life issues are important because commitment to stay is a family decision, and the organization's external environment might contribute to making that commitment to stay. Bell, Scarville, and Quigley (1991) supported the Army's beliefs as noted in Laar (1999), that the spousal support systems affect retention intentions and behavior and create soldier commitment to the Army. Laar hypothesized and defined "sense of community" as being a combination of three interlocking sources (people, workgroups, and organization) that consist of two elements (social support among members and identification with the community). Thus, an assumption might be made that when all three sources interlock and are equally

valued (i.e., there is mutual agreement in terms of goals, values, and social interactions), then a contract might emerge between the organization, soldiers, and their families. Furthermore, Laar introduced from the social sciences literature 12 factors that might complement a sense of community in the military: symbols, rewards and honors, common external threat, making military membership attractive, group size and individualization of members, personal influence, personal investment, contact and proximity, and group activities.

The theory of a sense of community using these factors might not increase or decrease the commitment to stay in the Army, but it is a good starting point for researchers and Army leaders to use as a complement to other theories, factors, and concepts; it may enable retention success in the organization when considering deployment in relation to staying with the Army. For example, the use of the three concepts of organizational commitment (consequence, antecedent, and correlates) (Mathieu and Zajac, 1990) further complements the framework for understanding correlations between a sense of community, organizational commitment, and a soldier's commitment to stay in the Army during a non-hostile or hostile environment deployment. In addition, marriage or family might be the most important factor in the soldier's decision to stay or exit the Army and merits further research.

A comparison of the evidence suggests that the sense of community factors could influence employee voluntary turnover in any military organization. Mitchell, Holton, Lee, and Erez (2001) introduced the construct of *job embeddedness* that included three aspects: link, fit, and sacrifice. This is similar to Laar's (1999) three interlocking sources (people, workgroups, and organization), where link is seen as people being related to each other and

to activities; fit is seen as how employees fit with the organization, job, and community; and sacrifice is seen as how the employee perceive to lose if seeking employment elsewhere.

The Family Factor of Deployed Soldiers on Retention: An Well-Being Theory

To expand on the sense of community theory, the well-being theory is introduced. Wood (2005) explains that reenlistment rates are high among married soldiers; this could be a result of the strong support systems that Army organizations provide for soldiers that are deployed (e.g., family readiness groups, unit rear detachment personnel, and well-being programs). The Army G-1 Human Resources Well-Being Division describes well-being initiatives as a direct link to the relevance and readiness of the Army. According to the Army G-1, the program integrates quality-of-life initiatives and Army programs into a well-being framework in support of soldiers and families before, during, and after a deployment. The well-being initiatives are self-measured and bridge the soldiers' and families' needs in combination with that of the Army (http://www.armyg1/army.mil/wellbeing/policy.asp).

Rosen and Durand (1995) introduced research using a well-being survey that confirmed a significant relation between family and retention during a deployment of married junior enlisted soldiers (soldiers on first contract) from pay grades E1 through E4 and married mid-level sergeants from pay grades E5 through E6; pay grades E1 through E6 hold the largest population in the Army structure. Rosen and Durand examined family variables in contrast to soldier variables because the intent of the study was to see if the family was a predictor to soldiers committing to stay in the Army during and after a deployment. The following variables were examined as predictors of retention: emotional climate at work, such as support for families; deployment-related stress and the impact of deployment on the

family and retention; a spouse's commitment to the organization (the current unit, not the Army as an aggregate); and marital issues or the consideration of divorce prior to deployment. The following control variables predicted retention: (a) soldier's rank, (b) number of years as an Army spouse, and (c) realistic expectations of Army support during a deployment.

Rosen and Durand (1995) collected data from a longitudinal survey of Army spouses of active duty soldiers previously deployed. The initial survey conducted at five Army installations located in the United States included a population size of 1,274 spouses. In the first stage of the research, Rosen mailed out and distributed questionnaires at briefings; the first sample yielded 841 (66%) good responses. In the second stage of the research, a follow-up survey sent to the first sample of 841 yielded 776 (92%) good responses; it was administered one year after the deployment. The survey was used to compare the results of those who stayed and those who decided to exit the Army. The results of the survey indicated that the main factors for retention of junior enlisted and sergeant families were the support received from Army programs, the opportunity for promotions and career progressions, and keeping the families informed about the organization and the Army. In addition, marital problems emerged as a significant predictor for staying in the Army for both junior enlisted and sergeants; tenure of sergeants had a significant effect on the decision to stay because of the time invested (e.g. soldiers several years from reaching retirement eligibility and foregoing retirement benefits).

Understanding how a sense of community or well-being between the soldier, family, and the organization affect retention during a deployment might lead to a successful retention

program. Further validating Rosen and Durand's (1995) research study, Burrell, Drand, and Fortado (2003) found that soldier spouses that had a stronger integration with the military community (e.g., through using well-being programs) had a direct effect in the soldiers decision to stay in the Army. Furthermore, integrating well-being as a measure in organizational commitment studies might allow the organization to understand how these programs factor into the decision to stay in a military organization as well as to help explain why, how, and by whom these decisions are made.

Weighing and Evaluating the Literature

The evidence has demonstrated that both a combination of internal and external organizational environmental factors influence a soldier's decision to stay in the Army. The results reviewed in this paper demonstrate that the Army is trying to establish appropriate programs to deal with the dilemma of retention in a hostile environment. Current research is needed to continue to validate and discover new trends or factors that influence retention during a deployment. The literature review shows several theories that provide a first step toward merging several theories (e.g., Meyer and Allen's three components of commitment, Maslow's and Aon's theory, the PERSTEMP theory, the sense of community theory, learning theory and Well-Being) into any retention study that might provide for greater validity and reliability in research. An assumption could be made from the results that a soldier's spouse or family members might be the vital link in the decision-making process of a deployed soldier staying in the Army.

In contrast, an assumption could also be made as to how military service obligations (i.e., U.S. Army Reserve service obligation) incurred on initial enlistment, together with bonus incentives, could be a collaborative factor in enticing a retention decision from the soldier and their family members. For example, an initial term soldier completing an initial enlistment contract of four years active federal service will still have a four year reserve service obligation in either an inactive or active ready reserve role. Thus, the soldier could still end up back on active service until completion of their military service obligations incurred during their initial enlistment contract.

The review of the literature suggests that organizational commitment, turnover, and retention are causally related phenomena and that other factors influence this relation (e.g. job satisfaction, job markets, job tasks, promotion, self-development, employees' relationship with their leaders, fairness, absenteeism, employee attitudes and behavior, and pay). The primary conclusion of this review is that organizations must work with human resource professionals to find ways to facilitate commitment from employees. The literature shows that all forms of commitment mentioned will work as long as organizations understand their employees and the organizational environment, both externally and internally. Further research studies, using slightly different models than Meyer and Allen's (1997) three components of organizational commitment, yielded similar outcomes. Outcomes reflected in the literature validate those antecedents, correlates, and consequences that predict turnover in relation to organizational commitment. Gaining a more thorough understanding of the processes related to the causes and consequences of organizational commitment, retention, and turnover will enable researchers and organizations to target organizational interventions

aimed at managing commitment levels and subsequently their influences on employee attitudes and behaviors to leave or stay with the organization.

Chapter Summary

The purpose of this chapter review is to provide a basis for the research. The literature review examines the phenomenon of organizational commitment and retention from a nonmilitary and military perspective. First, the published works of Meyer and Allen took center stage among the other researchers mentioned in this review. The literature review showed that other theoretical development would enable further research in studying organizational commitment in relation to retention. The integration of Maertz and Campion's (2004) content and process factors model, Meyer and Allen's (1997) three components of organization commitment, and Mathieu and Zajac's (1990) three concepts of organizational commitment introduced a new construct of model integration that may provide a clearer picture of the phenomenon examined in this literature review. The new model may facilitate the study of organizational commitment by using a multidimensional approach rather than a dimensional approach that may only provide limited answers to the phenomenon reviewed. Second, the military literature review provides an understanding of the dilemma of deployment in relation to Army retention. The literature review examined several theories and factors that might influence the soldier's decision to stay in the Army in time of need and go on a deployment.

CHAPTER 3. METHODOLOGY

Research Hypotheses

This study used the following hypotheses to study if any correlations exist between the variables studied:

Hypothesis 1 through 3

Hypothesis 1 through hypothesis 3 was studied to answer research question 1. H1: There will be a significant correlation between affective commitment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq. H2: There will be a significant correlation between continuance commitment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq. H3: There will be a significant correlation between normative commitment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

Hypothesis 4 through 6

Hypothesis 4 through hypothesis 6 was studied to answer research question 2. H4: There is a significant correlation between affective commitment scores and intent to leave scale scores of initial term and mid-career soldiers in Iraq. H5: There is a significant correlation between continuance commitment scores and intent to leave scale scores of initial term and mid-career soldiers in Iraq. H6: There is a significant correlation between normative commitment scores and intent to leave scale scores of initial term and mid-career soldiers in Iraq.

Hypothesis 7

Hypothesis 7 was studied to answer research question 3. H7: There will be a significant correlation between intent to leave scale scores and reenlistment bonus scores of initial term and mid-career soldiers in Iraq.

Hypothesis 8

Hypothesis 8 was studied to answer research question 4. H8: There will be a significant correlation between number of deployment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

Hypothesis 9

Hypothesis 9 was studied to answer research question 5. H9: There will be a significant correlation between the intent to leave scale scores and family decision to stay scores of initial term and mid-career soldiers in Iraq.

Hypothesis 10

Hypothesis 10 was studied to answer research question 6. H10: There will be a significant correlation between organization environment satisfaction scale scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

Hypothesis 11

Hypothesis 11 was studied to answer research question 7. H11: There will be a significant correlation between well-being scale scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

Hypothesis 12

Hypothesis 12 was studied to answer research question 8. H12: There will be a significant correlation between continuance commitment scale scores and reenlistment bonus scores of initial term and mid-career soldiers in Iraq.

Description of Methodology Selected

The design of the research study began with the interest in understanding how organizational commitment affects retention of initial term and mid-career soldiers in Iraq. The study employed an empirical research method using descriptive survey methodology that did not intrude upon the sample's natural setting, was cost effective, and allowed for availability and control of samples or what to measure in support of a quantitative study (Sproull, 2002). This study focused on measuring samples to assess the correlation between or among variables. This research study used several validated Likert scale instruments in the survey questionnaire and a quantitative measuring process (in numerical form) to assess the correlation of the variables.

Design of the Study

A survey questionnaire was used to measure whether the difference between the sample correlation coefficient and zero is statistically significant (i.e., using the computed value of correlation coefficients (r) ranging from a value between +1.0 to -1.0). Moreover, to analyze r, correlation techniques (parametric and nonparametric) were used to display the correlation between the variables studied in the group to see if there were any correlations between two or among more variables. According to Sproull (2002), the correlation design is the most frequently

used in data analysis of non-experimental research design because it saves time and money and allows researchers to take different research directions on future studies. Moreover, "in an experimental study, if there is a significant effect, there will also be a correlation between the major variable" which is why doing a correlational analysis using a descriptive research design benefited the researcher in framing future experimental research studies using validated correlated variables (p. 153).

Sample and Population

The population for this study was active Army soldiers in combat support roles in the fields of communication, medical, administrative, military intelligence, engineer, logistical, transportation (both ground and aviation) of subordinate units assigned to Organization A. The sample frame for this study was comprised of initial term and mid-career reenlistment eligible soldiers deployed to Iraq from FY05 through FY06. The active Army population for Fiscal Year 2005 was 492,600 and the projected active Army population goal for FY06 is 502,400. The active component population consists of enlisted and commissioned Army soldiers. A segment of the active component population used for this study was enlisted soldiers. The enlisted Army soldiers' populations are broken down by categories for reenlistment tracking purposes: initial, mid-career, and career.

The makeup of the sample population was determined by random sampling using a portion of the size to the stratum that represented the combined initial term (1,803 soldiers) and mid-career (846 soldiers) eligible population of 2,649 soldiers of Organization A deployed to Iraq. This allowed for high probability representation of the sample and a bias free sampling of

the population (Sproull, 2002). The sample size was set at 13% of the population as determined by the custominsight.com calculator, more than the recommended 10% by Gay and Diehl (1992), due to the population size for descriptive research using a correlative research design. This sampling technique saved time, money, and allowed control for bias of the large population. A random sample calculator from custominsight.com's was used yielding a 4.1% error tolerance rate at a 95% interval level from 467 good survey returned out of 2,240 surveys distributed that achieved approximately 21% return rate of at least 336 participants of the expected 15% return rate needed to achieve a power level of least .80 (Borestein, Cohen, & Rothstein, 1997). The proportion of the stratum selection allowed a generalization of the survey results and yielded a smaller sampling error; a proportional stratified sampling was used in an attempt to ensure that subgroups within the specified population were adequately represented in the sample (Neuman, 2003). To attempt adequate representation of sample, the population was divided into subpopulations (strata) and the stratified sample was determined by multiplying the percentage difference of the survey population and subgroups within the population. For example, the population was divided into the following subgroups: (a) i.e. initial term, male; (b) mid-career, male; (c) initial term, female; (d) mid-career, female; and was further subdivided by subordinate organizations. Moreover, a proportionate number of randomly selected cases from within each strata group for survey participation were selected (see Appendix E).

Instrumentation

Two previously validated scales were used to collect data for this study: Organizational Commitment Scale and the Intent to Leave Scale (see Appendix B). Also, demographic and

background questions were asked in the form of both dichotomous (used for several dependent variables in the study) and Likert scales (used for both dependent and independent variables) to allow for correlation and variance analyses of the variables as part of the instrument used for the survey.

Three-Component Model (TCM) Employee Commitment Survey

The Three-Component Model (TCM) Employee Commitment Survey (Meyer & Allen, 1991, 1997) integrated with the Intent to Leave Survey, a three-item measure designed to measure intent to leave military service, was administered (Milligan, 2003). Moreover, demographic variables were asked in the questionnaire to examine any correlation between organizational commitment and retention of initial term and mid-career soldiers in Iraq (see Chapter 2 for more information). To account for modification and validity of the questionnaire, the Cronbach's alpha coefficient and Spearman-Brown's formula was used to test for reliability of .70 or more in order to validate the scales (Sproull, 2002).

There are two versions (original and revised) of the TCM Employee Commitment Survey. The revised version was used to measure organizational commitment as it relates to retention of initial term and mid-career soldier in Iraq using the affective, continuance, and normative dimensions scales of Meyer and Allen's (1991, 1997) questionnaire. The questionnaire contained six questions per dimension scale instead of eight in the original version. The revised questionnaire was anchored by a 7-point Likert type scale illustrated as: 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = undecided, 5 = slightly agree, 6 = agree, and 7 = strongly agree (Appendix B). The only modification made in the TCM was the word *organization* which was replaced with the word *Army*. To encourage soldiers to carefully answer

each question and avoid pattern development when answering the questions, some questions utilized reverse-keyed items (i.e., 1 = 7, 2 = 6, 3 = 5, 4 = 4, 5 = 3, 6 = 2, and 7 = 1). The mean score of each dimension scale mentioned was used for the final organizational commitment scores.

Intent to Leave Scale

The Intent to Leave Scale Survey used by Milligan (2003) was revised by changing the words *Air Force/Air Reserve Component* with the word *Army* and anchored by a 7-point Likert type scale illustrated as: 1 = very unlikely, 2 = unlikely, 3 = slightly unlikely, 4 = undecided, 5 = slightly likely, 6 = likely, and 7 = very likely (Appendix B). The revised version, consisting of three items scale, was used to measure organizational commitment as it relates to intent to leave the Army of initial term and mid-career soldier in Iraq. To encourage soldiers to carefully answer each question and avoid pattern development when answering the questions, some questions utilized reverse-keyed items (i.e., 1 = 7, 2 = 6, 3 = 5, 4 = 4, 5 = 3, 6 = 2, and 7 = 1). In contrast, Milligan's Intent to Leave Survey scale was anchored by a 5-point Likert type scale and written to conform to Air Force population. The mean score of the scale mentioned was used for the final intent to leave scores.

Demographic and Background Data

The integrated survey instrument used both demographic and background questions to gather data regarding a soldier's reenlistment category, age, gender, pay grade, marital status, spouse work and school status, satisfaction with family support programs, education level, ethnicity, reenlistment plans, reenlistment bonus decision, number of deployments, needs

fulfilled, satisfaction with organization, and family influencing reenlistment decision (see Appendix B).

Data Collection, Procedures, and Response Rate

Permission and license purchase agreement was coordinated through Meyer and Allen's Website for the use of their Three-Component Model Employee Commitment Survey (Meyer & Allen, 1991; 1997) (Appendix A). Approval was secured from Army officials to administer the survey to Army initial term and mid-career soldiers in Iraq (Appendix C). The Human Participants in Research Form was submitted to the Institutional Review Board for approval before data collection commenced. An assessment made on how the survey questionnaires would be distributed and collected determined that the best way was to use email and personal interaction to regionally located Career Counselors and Reenlistment NCOs throughout Iraq who volunteered to participate. Career Counselors and Reenlistment NCOs were provided survey questionnaires and cover letters together with a roster of randomly selected participant names of eligible soldiers within their organization. The survey instrument was personally delivered or emailed to the participants and the completed surveys were either collected and hand delivered or returned using internal or electronic mail systems. Instructions were given to the Career Counselors and Reenlistment personnel ensuring that participation to take the survey was strictly voluntary, there were no influential means used to mandatory direct participation by the organization's Career Counselors, Reenlistment personnel, and the leadership. I had full involvement in stratify random sample selection and survey distribution process.

Participants were asked to complete and return the questionnaire within three weeks due to the samples environment. A reminder was forwarded after two weeks. The total time for completion of the questionnaire took approximately 15 minutes and was voluntary. Appendix D contains the Participant Cover Letter and Participant Consent Form.

The data collection proved to be a major challenge due to the study's and sample's setting in Iraq. Collecting data in a hostile combat environment took 64 days thanks to the availability and assistance of the organization's retention team located throughout Iraq. Moreover, the success of the data collection is also attributed to the trust relationship developed between I, the host organization Retention Managers, and the organization's leadership. Without the retention team and leadership involvement voluntary submission of surveys would not have been possible.

On April 8, 2006, 2,220 anonymous survey instruments (an estimated response rate of 15% was expected) were distributed to the organization's retention teams who ensured delivery of the questionnaire via email and hard copy to the total available sample (N = 2,649), initial term and mid-career eligible reenlistment soldiers of Organization A (A1 through A8) deployed in Iraq. Furthermore, on April 25, 2006 the study called for a second request for survey delivery and set a survey completion date of June 8, 2006. Once the surveys were completed, retention teams emailed and personally delivered the surveys. In some instances, I went personally to several organizations and took delivery of the surveys. Of the 488 responses returned or delivered (a response rate of approximately 22%), 467 were good responses; the remaining 21 responses had missing or incomplete information that were discarded due to unusable data. The questionnaires that were discarded showed that the individuals taking the survey had missed

more than two questions per scale, missed or had illegible pages due to the use of digital senders to transmit surveys to the researcher, or had turned in the surveys with incomplete data. In addition, the researcher identified the following variables as missing data with the number 8 due to fact that the question only required that married soldiers provide an answer: WBS_URDO, WBS_UFRG, WBS_SUSP, and WBS_SCR. Moreover, the study considered surveys with less than two missing data (the rest of the variables with missing data are identified with the number 9) for analyses with SPSS software using the pairwise exclusion option of missing data as a statistical procedure option that excludes the cases only if it was needed for the specific analysis (Pallant, 2005).

Data Analysis

This research study used the Statistical Package for the Social Sciences (SPSS) Grad Pack version 14.0 for Windows to analyze and graph tables for data analyses display. The survey instrument used nominal, ordinal, and ratio level measurements. The data analytical approach used for this study was both parametric and nonparametric tests which considered ordinal data measures as an interval scale measure in order to corroborate the findings and provide the best robust results (Newton & Rudestam, 1999). For example, the following analytical approaches were used based on their assumptions underlying their use: (a) descriptive statistics as explained by Sproull (2002) to calculate the measures of central tendency (mean, mode, median), frequency distribution, standard deviation; (b) Pearson and Spearman's rank correlation with the purpose to determine and examine relations between the commitment scores, intent to leave scores, and scores on other scales and variables presumed to be their antecedents, correlates or

consequences; (c) partial correlation to examine if the relation between two variables studied is influenced by an additional variable (mediator variable); and (d) the analyses of ANOVA to compare if significant differences exist in the mean scores between groups.

To account for the probability of Type I and II errors, the null hypothesis criterion for rejection was set at $\alpha < 0.05$ significance level. Setting the significant level at $\alpha < 0.05$ allowed for the possibility of Type I error when rejecting the Ho when it is true and Type II error when accepting the Ho when it is false allowed the use of a statistical test to make a decision to accept or reject the null hypothesis.

Pilot Study

A pilot study conducted using SPSS Version 14 Graduate Pack ensured clarity of the instructions, questions, scale items in the instrument, and eliminated questions and items that offended potential respondents. The sample population for the pilot study consisted of 17 soldiers, ranging from 18 to 40 years of age, approximately 76% were males and 24% were females, 100% percent of the respondents were married, approximately 35% were initial term and 65% were mid-career soldiers deployed to Iraq. The results of the survey provided feedback that allowed for necessary changes for the survey instrument in the main study. The following scores using Cronbach's alpha measure were recorded to validate scores from previously validated item scale scores (see Chapter 4 for comparison of old and current research study scores) or new scale scores for background information section: (a) .795 (Affective Commitment scale); (b) .621 (Continuance commitment Scale); (c) .708 (Normative Commitment scale); (d)

.707 (Intent to Leave scale); (e) .973 (Well-Being scale); and .838 (Organization Environment Satisfaction scale).

CHAPTER 4. DATA ANALYSIS AND RESULTS

Descriptive Statistics of Demographic Profile and Questions

A sample of 467 respondents reported data regarding their reenlistment category, gender, age, marital status, spouse work and school status, soldier's highest education level, ethnicity, current reenlistment plan, number of deployments, and fulfilled Army needs. Approximately 80% of the 467 respondents were male (n = 372), 20% female (n = 95). Table G1 reported frequencies and percentages associated with the organization, reenlistment and gender categories. A stratified breakdown of the population segment yielded approximately 50% initial term male (n = 230), 30% mid-career male (n = 142), 14% initial term female (N = 67), and 6% mid-career female (N = 28).

Table G2 reported frequencies and percentages associated with the respondents' age. The highest frequency reported a combined age range from 21-30 (N = 370), the largest age range group of the respondents (N = 467), and the least frequency age range group being the 36-40 age range.

Table G3 reported frequencies and percentages associated with the respondents' marital status. The highest frequency reported that approximately 59% of the sample (N = 467) are unmarried.

Table G4 reported frequencies and percentages associated with the respondents' spouse work status. The highest combined frequency reported that approximately 24% of the married sample spouses (N = 467) are employed.

Table G5 reported frequencies and percentages associated with the respondents' spouse school status. The highest frequencies reported that approximately 27% of the married sample spouses ($N = 467$) are not attending school.

Table G6 reported frequencies and percentages associated with the respondents' highest education level completed. The highest combined frequencies reported that 60% of the sample ($N = 467$) have one year or more of college.

Table G7 reported frequencies and percentages associated with the respondents' ethnicity. The highest frequencies reported that approximately 53% of the sample ($N = 467$) is white.

Table G8 reported frequencies and percentages associated with the respondents' number of deployments. The highest combined frequencies reported that approximately 83% of the sample ($N = 467$) have served on two deployments (including the current deployment).

Table G9 reported frequencies and percentages associated with the respondents' individual breakdown of fulfilled needs (Safety/Security or Physiological). The highest frequency reported that approximately 61% of the sample ($N = 466$) have fulfilled safety/security or physiological needs.

Table G10 reported frequencies and percentages associated with the respondents' individual breakdown of fulfilled needs (Affiliation/Belongingness). The highest frequency reported that approximately 55% of the sample ($N = 466$) have unfulfilled affiliation/belongingness needs.

Table G11 reported frequencies and percentages associated with the respondents' individual breakdown of fulfilled needs (Growth). The highest frequency reported that approximately 60% of the sample ($N = 466$) have fulfilled growth needs.

Table G12 reported frequencies and percentages associated with the respondents' individual breakdown of fulfilled needs (Work/Life Harmony). The highest frequency reported that approximately 64% of the sample ($N = 466$) have unfulfilled work/life harmony needs.

Table G13 reported frequencies and percentages associated with the respondents' individual breakdown of fulfilled needs (Esteem). The highest frequency reported that approximately 54% of the sample ($N = 466$) have fulfilled esteem needs.

Table G14 reported frequencies and percentages associated with the respondents' individual breakdown of fulfilled needs (Rewards). The highest frequency reported that approximately 69% of the sample ($N = 466$) have unfulfilled rewards needs.

Descriptive Statistics and Psychometric Measurements of Instrument

The study considered previous and current reliability and construct validity to first evaluate theories that could serve as a foundation for the instrument (Frankfurt & Nachmias, 2000). The type of reliability estimates used consisted of Cronbach's alpha formula and Split-Half Spearman-Brown's formula. According to Sproull (2002), if the instrument was designed by the researcher, a typical validity coefficient of approximately .45 or higher and a reliability coefficient of approximately .70 or higher reflects high reliability/objectivity of the internal consistency measure.

The Organizational Commitment Scale

As previously mentioned in Chapter 3, the three scales of the organizational commitment scale were measured using a six–item survey scored on a 7-point Likert item scale measurement, with responses ranging from Strongly Agree (7) to Strongly Disagree (1). Each scale (Affective, Continuance, and Normative Scales) had a possible low index score of 6 and a possible high index high score of 42. The means of affective commitment were very similar to the normative commitment (both were slightly positive). Table H1 reported the means and standard deviations for each sub scale of the Organizational Commitment Scale of 467 respondents.

Several studies have provided evidence that supports the construct validity measurement results of the Organizational Commitment Scale (e.g., Allen & Meyer, 1996; Meyer & Allen, 1997; Milligan, 2003). The median reliabilities using coefficient alpha formula as a measure for the Affective, Continuance, and Normative Scale of the Organizational Commitment Scale, respectively, are .85, .79, and .73, exceeding the suggested approximate .70 or higher (Meyer & Allen, 1997, p. 120; Allen & Meyer, 1996, Table 1) and Meyer, Stanley, Herscovitch, and Topolnytsky's (2002) meta-analyses results of .82, .73, and .76. Milligan (2003), using the same instrument as was used in the present study to measure organizational commitment of an Air Force officer population in a school environment, reported median reliabilities Cronbach's alpha measures for the Affective, Continuance, and Normative scale of the Organizational Commitment Scale; they are, respectively, .78, .90, and .86. Also, Milligan reported median statistical results for the Gutman's Split-Half measurement; they are, respectfully, .75, .86, and .87.

Median reliability statistical results. Table I1 reported the median reliability statistical results for the present study using the Organizational Commitment Scale. Two internal consistency estimates of reliability were computed for the Organizational Commitment scale: coefficient alpha and a split-half coefficient. For the split-half coefficient, the scale was split into two halves such that the two halves would be as equivalent as possible. In splitting the items, the sequencing of the items, as well as whether items were assessed on commitment scales, was taken into account. The first half of the Affective, Continuance, and Normative Commitment scale included items from the first three questions of their sequence, while the second half included items from the second three questions of their sequence. In the current study the Cronbach's alpha is over .80 for all three scales, which meets the minimum reliability criterion of .70 or higher, indicating satisfactory reliability.

Correlation statistical results. Data reported in Table J1 of the Organizational Commitment Scale on a previous study reported correlation between affective commitment and continuance commitment to have a weak significance (r = .026, p = .661), a strong correlation between affective and normative commitment (p = .01), and a moderate significant correlation between continuance and normative commitment (Milligan, 2003). The present study reported correlated scores (parametric and nonparametric) for the three sub scales in Table J1. Correlation coefficients were computed among the three scales. Using the Bonferroni approach to control for Type 1 error across six correlations, a p value of less than .008 (.05 / 6 = .008) was required for significance.

The results of the correlation analyses reported in Table J1 indicated that all six correlations were statistically significant and were greater than or equal to r = .350, averaging

from medium to large coefficients for both parametric and nonparametric measures (p = .000 for all the six correlations). In addition, the correlation coefficient squared (R^2) was used to measure the estimated amount of variability in one variable that is explained by the other to interpret the strength of the relationship (it was not intended to prove causality of the variables examined) (Field, 2005). Using the medium value of r = .350 from Table J1, we would conclude that approximately 12% of the variance ($.350^2$) of the predictor variables is accounted for by its weak to moderate linear relationship with the criterion variables. Table J1 reported the correlated statistics (Pearson's Correlation and Spearman's rho) for the three components of the organizational commitment scale.

The Intent to Leave Scale

As previously mentioned in Chapter 3, the Intent to Leave Survey was anchored by a 7-point Likert scale. Each scale ranged from Very Unlikely (1) to Very Likely (7), with a possible minimum index score of 3 and possible maximum index score of 21 that a soldier would leave or stay with the organization. Table H1 reported the means and standard deviations for the Intent to Leave Scale of 467 respondents. The mean of Intent to Leave scale scores were below average, with a frequency of 122 respondents yielding a low possible score of 3.

Milligan (2003) reported median reliabilities and Cronbach's alpha measures for the Intent to Leave scale of .84, which exceeded the suggested approximate .70 or higher. Also, Milligan reported median statistical results for the Gutman's Split-Half measurement of .78. Table I1 summarized the median reliability statistical results for the present study using the Intent to Leave Scale. In the current study, the Cronbach's alpha coefficient was .90, which meets the minimum reliability criterion of .70 or higher, indicating satisfactory reliability.

Well-Being Scale

The well-being scale was measured using a four-item survey scored on a 7-point Likert scale measurement with responses ranging from Very Ineffective (1) to Very Effective (7) for the Effective Item Scale and responses ranging from Very Unsatisfied (1) to Very Satisfy (7) for the Satisfaction Item Scale. The combined two scales ranged from a possible minimum index score of 4 to a possible maximum index score of 28 that a soldier was content with rear support programs. Table H1 reported the means and standard deviations for the well-being scale of married soldiers respondents ($N = 273$). The means of the well-being scale scores yielded a slight positive significance of the Army support programs intended for families and soldiers with 27.3% among soldier respondents were undecided.

Table I1 summarized the median reliability statistical results using the well-being scale. The present study's Cronbach alpha coefficient was approximately .83, which meets the minimum reliability criterion of .70 or higher, indicating satisfactory reliability.

Organization Environment Satisfaction Scale

The Organization Environment Satisfaction Scale was anchored by a 7-point Likert scale measurement with responses ranging from Very Unsatisfied (1) to Very Satisfied (7). The scale had a possible low index score of 6 and a possible high index score of 42. Table H1 reported the means and standard deviations for the Organization Environment Satisfaction Scale of respondents ($N = 467$). The means of the Organization Environment Satisfaction scale scores ranged from slightly satisfied to satisfied among over 50% of the respondents.

Table I1 summarized the median reliability statistical results for the present study using the Organization Environment Satisfaction Scale. The present study's Cronbach alpha coefficient

was approximately .79, which meets the minimum reliability criterion of .70 or higher, indicating satisfactory reliability.

Reenlistment Bonus Impact Scale

The impact of bonus on reenlistment decision to stay scale is anchored by a 7-point Likert scale measurement with responses ranging from Very Unlikely (1) to Very Likely (7). The scale had a possible low index score of 1 and a possible high index score of 7. Table G15 reported frequencies and percentages associated with the respondents' reenlistment bonus impact on reenlistment decision. The highest combined frequency reported that 45% of the sample (N = 467) have not considered a bonus to be factor on their reenlistment decision.

Table H1 reported the means and standard deviations for the Impact of Bonus on Reenlistment Decision Scale of respondents (N = 467). The means of the Impact of Bonus on Reenlistment Decision scale scores were slightly positive.

Family Decision to Stay or Exit Scale

The Family Decision to Stay or Exit scale is anchored by a 7-point Likert scale measurement with responses ranging from Very Unlikely (1) to Very Likely (7). The scale had a possible low index score of 1 and a possible high index score of 7. Table G16 summarized the Frequencies and Percentages for the Family Decision to Stay or Exit scale. The highest combined frequency reported that approximately 64% of the sample (N = 467) rely on their family to make a decision to stay or leave the Army.

Table H1 summarized the descriptive statistics for the Family Decision to Stay or Exit scale. The means of the Family Decision to Stay or Exit scale scores ranged from very slightly

likely to those that were very likely and seem to indicate that family is a factor in the soldier staying or exiting the Army.

Current Reenlistment Commitment Scale

The Reenlistment Commitment scale is anchored by a 5-point Likert scale measurement, with responses ranging from Very Unlikely (1) to Currently Reenlisted (5). The scale had a possible low index score of 1 and a possible high index score of 5. Table G17 reported frequencies and percentages associated with the respondents' current reenlistment commitment in Iraq. The highest frequency reported that approximately 40% of the sample (N = 467) is very unlikely to reenlist in the Army compared to approximately 24% of the respondents who are undecided.

Table H1 reported the means and standard deviation of Reenlistment Commitment scale. The respondents were 467 soldiers. The means and standard deviation of the Reenlistment Commitment scale scores were relatively similar for those soldiers that were very unlikely to reenlist and likely to reenlist/currently reenlisted.

Answering the Research Questions and Hypotheses Testing

The theoretical framework reviewed in the literature review led to the following research questions and hypotheses used to analyze data from the survey questionnaire, and to answer or explore if any correlations exist of the variables studied (Sproull, 2002).

Organizational Commitment and Current Reenlistment Commitment

Hypothesis 1 through hypothesis 3 were studied to answer research question 1. H1: There will be a significant correlation between affective commitment scores and current

reenlistment commitment scores of initial term and mid-career soldiers in Iraq. H2: There will be a significant correlation between continuance commitment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq. H3: There will be a significant correlation between normative commitment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq. Table 2 is a summary report for Hypothesis 1 through 3.

Table 2

Summary of Hypotheses Testing on Correlation between Organizational Commitment and Current Reenlistment Commitment Scores of Initial Term and Mid-Career Soldiers in Iraq (Hypothesis 1 through 3)

Hypothesis 1 through 3	Pearson's Correlation Significance	*r*	*p*
H1: A significant correlation between affective commitment and current reenlistment	Accepted	.529**	.000
H2: A significant correlation between continuance commitment and current reenlistment	Accepted	.531**	.000
H3: A significant correlation between normative commitment and current reenlistment	Accepted	.588**	.000

** Correlation is significant at the 0.01 level (2-tailed). (N = 467).

Table K1 reports the correlated statistics (Pearson's Correlation and Spearman's rho) to test H1 through H3 and evaluates the correlation between organizational commitment (i.e., affective, continuance, and normative commitment) scores and the current reenlistment commitment scores. The results of the correlation analysis reported in Table K1 indicate that all three correlations were statistically significant and were $\geq r = .525$, having moderate coefficients for both parametric and nonparametric measures (p = .000 for all the three correlations). In

addition, the correlation coefficient squared (R^2) was used to measure the estimated amount of variability in one variable that is explained by the other to interpret the strength of the relationship (it was not intended to prove causality of the variables examined). Using $r = .529$, $r = .531$, and $r = .588$ from Table K1, the research would conclude that approximately 28% ($.529^2$), 28% ($.531^2$), and 35% ($.588^2$) respectively of the variances of affective, continuance, and normative commitment (predictor variables) are accounted for by its moderate positive linear relationships with current reenlistment plan in Iraq (criterion variables). Thus, it is concluded that the null hypothesis is false. This means that the alternative hypothesis represent a significant moderate positive relationship between the variables measured (r = .529, p = .000, 2-tailed) and is accepted. The null hypothesis is false and the alternative hypothesis represent a significant moderate positive relationship between the variables measured (r = .531, p = .000, 2-tailed) and is accepted. The null hypothesis is false and the alternative hypothesis represent a significant moderate positive relationship between the variables measured (r = .588, p = .000, 2-tailed) and is accepted.

Organizational Commitment and Intent to Leave

Hypothesis 4 through hypothesis 6 was studied to answer research question 2. RQ2: What is the correlation between the organizational commitment studied by its items scale scores (i.e., affective, continuance, and normative commitment) and the intent to leave scale scores of initial term and mid-career soldiers in Iraq? H4: There is a significant correlation between affective commitment scores and intent to leave scale scores of initial term and mid-career soldiers in Iraq. H5: There is a significant correlation between continuance commitment scores and intent to leave scale scores of initial term and mid-career soldiers in Iraq. H6: There is a

significant correlation between normative commitment scores and intent to leave scale scores of initial term and mid-career soldiers in Iraq. Table 3 is a summary report for Hypothesis 4 through 6.

Table 3

Summary of Hypotheses Testing on Correlation between Organizational Commitment and Intent to Leave Scales Scores of Initial Term and Mid-Career Soldiers in Iraq (Hypothesis 4 through 6)

Hypothesis 4 through 6	Pearson's Correlation Significance	*r*	*p*
H4: A significant correlation between affective commitment and intent to leave	Accepted	.612**	.000
H5: A significant correlation between continuance commitment and intent to leave	Accepted	.527**	.000
H6: A significant correlation between normative commitment and intent to leave	Accepted	.654**	.000

** Correlation is significant at the 0.01 level (2-tailed). (N = 467).

Table K2 reports the correlated statistics (Pearson's Correlation and Spearman's rho) to test H4 through H6 and evaluates the correlation between organizational commitment (i.e., affective, continuance, and normative commitment) scores and the intent to leave the Army scale scores. The results of the correlation analyses reported in Table K2 shows that all three correlations were statistically significant and were greater than or equal to r = .527, having moderate coefficients for both parametric and nonparametric measures (p = .000 for all the three correlations). In addition, the correlation coefficient squared (R^2) was used to measure the estimated amount of variability in one variable that is explained by the other to interpret the

strength of the relationship (it was not intended to prove causality of the variables examined). Using $r = .612$, $r = .527$, and $r = .654$ from Table K2, is concluded that approximately 32% ($.565^2$), 28% ($.527^2$), and ($.654^2$) respectively of the variances of affective, continuance, normative commitment (predictor variables) are accounted for by its strong positive linear relationships with intent to leave the Army (criterion variables). Thus, is concluded that the null hypothesis is false. This means that the alternative hypothesis reported a significant strong positive relationship between the variables measured ($r = .565$, $p = .000$) and is accepted.

Intent to Leave and Reenlistment Bonus

Hypothesis 7 was studied to answer research question 3. RQ3: What is the correlation between intent to leave scale scores and reenlistment bonus decision scale scores of initial term and mid-career soldiers in Iraq? H7: There will be a significant correlation between intent to leave scale scores and reenlistment bonus decision scale scores of initial term and mid-career soldiers in Iraq. Table 4 reported a summary report for Hypothesis 7.

Table 4

Summary of Hypotheses Testing on Correlation between Intent to Leave Scale Scores and Reenlistment Bonus Decision Scale Scores of Initial Term and Mid-Career Soldiers in Iraq (Hypothesis 7)

Hypothesis 7	Pearson's Correlation Significance	*r*	*p*
A significant correlation between intent to leave and reenlistment bonus decision	Accepted	.497**	.000

**Correlation is significant at the 0.01 level (2-tailed). ($N = 467$).

Table K3 reports the correlated statistics (Pearson's Correlation and Spearman's rho) to test H7 and evaluates the correlation between intent to leave the Army scale scores and reenlistment bonus decision scale scores. The results of the correlation analysis reported in Table K3 shows that the correlation was statistically significant and was greater than or equal to r = .497 (Pearson correlation), having a large coefficients for both parametric and nonparametric measures (p = .000 for both measures). In addition, the correlation coefficient squared (R^2) was used to measure the estimated amount of variability in one variable that is explained by the other to interpret the strength of the relationship (it was not intended to prove causality of the variables examined). Using r = .497 and r = .518 from Table K3, it is concluded that approximately 25% ($.497^2$) and 27% ($.518^2$) respectively of the variances of intent to leave the Army (predictor variable) are accounted for by strong positive linear relationships with reenlistment bonus decisions (criterion variable). Thus, it is concluded that the null hypothesis is false. This means that the alternative hypothesis reported a significant strong positive relationship between the variables measured (r = .497, p = .000 and r = .518, p = .000) and is accepted.

Number of Deployments and Current Reenlistment Commitment

Hypothesis 8 was studied to answer research question 4. RQ4: What is the correlation between number of deployment scores and current reenlistment commitment scale scores of initial term and mid-career soldiers in Iraq? H8: There will be a significant correlation between number of deployment scores and current reenlistment commitment scale scores of initial term and mid-career soldiers in Iraq. Table 5 presents a summary report for Hypothesis 8.

Table 5

Summary of Hypotheses Testing on Correlation between Number of Deployments Scores and Current Reenlistment Commitment Scale Scores of Initial Term and Mid-Career Soldiers in Iraq (Hypothesis 8)

Hypothesis 8	Pearson's Correlation Significance	*r*	*p*
A significant correlation between number of Deployments and reenlistment commitment	Rejected	-.055*	.233

*$P < .05$, two tailed. ($N = 467$).

Table K4 shows the correlated statistics (Pearson's Correlation and Spearman's rho) to test H8 and evaluates the correlation between number of deployment scores and current reenlistment commitment scale scores. The results of the correlation analysis reported in Table K4 shows that the sample was negative and not statistically significant at $r = -.055$, p = .233, two tailed (Pearson correlation). In addition, the correlation coefficient squared (R^2) was used to measure the estimated amount of variability in one variable that is explained by the other to interpret the strength of the relationship (it was not intended to prove causality of the variables examined). Using $r = -.055$ and $r = -.057$ from Table K4, it is concluded that approximately .30% ($-.055^2$) and .32% ($-.057^2$) respectively of the variances of number of deployments (predictor variable) are accounted for by its linear strength of virtually no correlation with current reenlistment commitment (criterion variable). Thus, it is concluded that the null hypothesis (H8o) is true and reported virtually no correlation between the variables measured ($r = -.055$, $p = .233$ and $r = -.057$, $p = .218$) and is accepted.

Intent to Leave and Family Decision to Stay

Hypothesis 9 was studied to answer research question 5. RQ5: What is the correlation between the intent to leave scale scores and family decision to stay scale scores of initial term and mid-career soldiers in Iraq? H9: There will be a significant correlation between the intent to leave scale scores and family decision to stay scale scores of initial term and mid-career soldiers in Iraq. Table 6 presents a summary report for Hypothesis 9.

Table 6

Summary of Hypotheses Testing on Correlation between the Intent to Leave Scale Scores and Family Decision to Stay Scale Scores of Initial Term and Mid-Career Soldiers in Iraq (Hypothesis 9)

Hypothesis 9	Pearson's Correlation Significance	*r*	*p*
A significant correlation between intent to leave And family decision to stay	Accepted	.150**	.001

** Correlation is significant at the 0.01 level (2-tailed). ($N = 467$).

Table K5 reports the correlated statistics (Pearson's Correlation and Spearman's rho) to test H9 and evaluates the correlation between intent to leave scores and family decision to stay scores. The results of the correlation analysis reported in Table K5 shows that the sample was positive and statistically significant at $r = .150$, p = .001, two tailed (Pearson correlation). In addition, the correlation coefficient squared (R^2) was used to measure the estimated amount of variability in one variable that is explained by the other to interpret the strength of the relationship (it was not intended to prove causality of the variables examined). Using $r = .150$ and $r = .001$ from Table K5, it is concluded that approximately 2.25% ($.150^2$) and 1.17% ($.108^2$) respectively of the variances of intent to leave (predictor variable) are accounted for by its linear

strength of weak positive correlation with current family decision to stay (criterion variable). Thus, it is concluded that the null hypothesis is false. This means that the alternative hypothesis reported a significant, weak, positive relationship between the variables measured (r = .150 and r = .001 and r = -.108, p = .020) and is accepted.

Organization Environment Satisfaction and Current Reenlistment Commitment

Hypothesis 10 was studied to answer research question 6. RQ6: What is the correlation between organization environment satisfaction scale scores and current reenlistment commitment scale scores of initial term and mid-career soldiers in Iraq? H10: There will be a significant correlation between organization environment satisfaction scale scores and current reenlistment commitment scale scores of initial term and mid-career soldiers in Iraq. Table 7 presents a summary report for Hypothesis 10.

Table 7

Summary of Hypotheses Testing on Correlation between Organization Environment Satisfaction Scale Scores and Current Reenlistment Commitment Scale Scores of Initial Term and Mid-Career Soldiers in Iraq (Hypothesis 10)

Hypothesis 10	Pearson's Correlation Significance	*r*	*p*
A significant correlation between organization environment satisfaction and current reenlistment commitment	Accepted	.285**	.000

** Correlation is significant at the 0.01 level (2-tailed). (N = 467).

Table K6 reports the correlated statistics (Pearson's Correlation and Spearman's rho) to test H10 and evaluates the correlation between organization environment satisfaction scale

scores and current reenlistment commitment scale scores. Table K6 reports the correlated statistics (Pearson's Correlation and Spearman's rho) to test H10 and evaluates the correlation between organization environment satisfaction scale scores and reenlistment commitment scale scores. The results of the correlation analysis reported in Table K6 shows that the sample was positive and statistically significant at $r = .285$, p = .000, two tailed (Pearson correlation). In addition, the correlation coefficient squared (R^2) was used to measure the estimated amount of variability in one variable that is explained by the other to interpret the strength of the relationship (it was not intended to prove causality of the variables examined). Using $r = .285$ and $r = .286$ from Table K6, it is concluded that approximately 8.12% ($.285^2$) and 8.18% ($.286^2$) respectively of the variances of organization environment satisfaction (predictor variable) are accounted for by its linear strength of strong positive correlation with current reenlistment commitment (criterion variable). Thus, it is further concluded that the null hypothesis is false. This means that the alternative hypothesis reported a significant strong positive correlation between the variables measured ($r = .285$ and $p = .000$ and $r = .286$, $p = .000$) and is accepted.

Well-Being and Current Reenlistment Commitment

Hypothesis 11 was studied to answer research question 7. RQ7: What is the correlation between the well-being scale scores and current reenlistment commitment scale scores of initial term and mid-career soldiers in Iraq? H11: There will be a significant correlation between well-being scale scores and current reenlistment commitment scale scores of initial term and mid-career soldiers in Iraq. Table 8 presents a summary report for Hypothesis 11.

Table 8

Summary of Hypotheses Testing on Correlation between Well-Being Scale Scores and Current Reenlistment Commitment Scale Scores of Initial Term and Mid-Career Soldiers in Iraq (Hypothesis 11)

Hypothesis 11	Pearson's Correlation Significance	*r*	*p*
A significant correlation between well-being and current reenlistment commitment	Rejected	.092**	.200

***P* < .05, two tailed. (*N* = 467).

Table K7 reports the correlated statistics (Pearson's Correlation and Spearman's rho) to test H11 and evaluates the correlation between well-being scale scores and current reenlistment commitment scale scores. Table K7 reports the correlated statistics (Pearson's Correlation and Spearman's rho) to test H11 and evaluates the correlation between well-being scale scores and current reenlistment commitment scale scores. The results of the correlation analysis reported in Table K7 shows that the sample was not statistically significant at $r = .092$, p = .200, two tailed (Pearson correlation). In addition, the correlation coefficient squared (R^2) was used to measure the estimated amount of variability in one variable that is explained by the other to interpret the strength of the relationship (it was not intended to prove causality of the variables examined). Using $r = .092$ and $p = .200$ from Table K7, it is concluded that approximately .84% ($.092^2$) and .79% ($.089^2$) respectively of the variances of well-being (predictor variable) are accounted for by its linear strength relationships of virtually no correlation with current reenlistment commitment (criterion variable). Thus, it is concluded that the null hypothesis is true and reported no significant relationship between the variables measured ($r = .092$ and $p = .200$ and $r = .089$, $p = .219$) and is accepted.

Continuance Commitment and Reenlistment Bonus

Hypothesis 12 was studied to answer research question 8. RQ8: What is the correlation between continuance commitment scale scores and reenlistment bonus scale scores of initial term and mid-career soldiers in Iraq? H12: There will be a significant correlation between continuance commitment scale scores and reenlistment bonus scores of initial term and mid-career soldiers in Iraq. Table 9 presents a summary report for Hypothesis 12.

Table 9

Summary of Hypotheses Testing on Correlation between Continuance Commitment Scale Scores and Reenlistment Bonus Scale Scores of Initial Term and Mid-Career Soldiers in Iraq (Hypothesis 12)

Hypothesis 12	Pearson's Correlation Significance	*r*	*p*
A significant correlation between well-being and current reenlistment commitment	Accepted	.452**	.000

**Correlation is significant at the 0.01 level (2-tailed). (N = 467).

Table K8 reports the correlated statistics (Pearson's Correlation and Spearman's rho) to test H12 and evaluates the correlation between continuance commitment scale scores and current reenlistment bonus scale scores. The results of the correlation analysis reported in Table K8 shows that the sample was positive and statistically significant at r = .452, p = .000, two tailed (Pearson correlation). In addition, the correlation coefficient squared (R^2) was used to measure the estimated amount of variability in one variable that is explained by the other to interpret the strength of the relationship (it was not intended to prove causality of the variables examined). Using r = .452 and r = .478 from Table K8, it can be concluded that approximately 20% ($.452^2$)

and 23% (.478²) respectively of the variances of continuance commitment (predictor variable) are accounted for by its linear strength of a strong positive correlation with reenlistment bonus (criterion variable). Thus, it is concluded that the null hypothesis is false. This means that the alternative hypothesis reported a significant strong positive correlation between the variables measured (r = .452 and p = .000 and r = .478, p = .000) and is accepted.

Partial Correlation Analyses of Hypothesis 1 through 8

While no specific research questions and hypotheses were presented for partial correlation analyses, the study reported partial correlations scores between two variables that controlled for an additional variable (mediator variable). This statistically removed any influences of the confounding variable and achieved a clearer indication of correlation of the inferential study of the variables tested. Preliminary analyses performed for partial correlations in this section ensured no violation of the assumptions of normality, linearity and homoscedasticity. In addition, a p value of less than .01 (.05 / 3 = .01) for bivariate correlations and a p value of less than .05 (.05 / 1 = .05) was required for significance using the Bonferroni approach to control for Type I errors across the correlations. The correlation effect size was considered at .10 (small), .30 (medium), and .50 (large) (Cohen, 1988).

Organizational Commitment and Current Reenlistment Commitment

Partial correlation for Hypothesis 1. Tables L1–L4 (see Table L10a for impact effect summary) used the following matrix to report partial correlation results used to explore the variables of interest: the top half of the table is the normal Pearson product-moment correlation (Bivariate) scores between the two variables of interest, not controlling for mediator variable and

the bottom half of the table repeats the same set of correlation analysis, but this time controlling for the effects of the mediator variable. Table L1 reports bivariate and partial correlation results used to explore the correlation between affective commitment scale and current reenlistment commitment scores, while controlling for scores on the well-being scale. In terms of variance, current reenlistment commitment can now account for only 34% ($R^2 = .579^2$) of the variance in affective commitment for the partial correlation compared to 34% ($R^2 = .582^2$) of the variation in affective commitment when effects of well-being were not controlled. Thus, the inclusion of well-being has not diminished the amount of variation in affective commitment scores shared by current reenlistment commitment scores.

There was a moderate positive partial correlation between affective commitment and current reenlistment commitment (r = .579, p = .000, 2-tailed), with high levels of affective commitment being associated with lower levels of current reenlistment commitment. An inspection of the zero order correlation ($r = .582$) suggested that controlling for well-being scores had small effect on the strength of the relationship between these two variables.

Table L2 reports bivariate and partial correlation results used to explore the correlation between affective commitment scale and current reenlistment commitment scale scores, while controlling for scores on the reenlistment bonus decision scale. In terms of variance, current reenlistment commitment can now account for only 17% ($R^2 = .413^2$) of the variance in affective commitment for the partial correlation compared to 28% ($R^2 = .529^2$) of the variation in affective commitment when effects of reenlistment bonus decision were not controlled. Thus, the inclusion of reenlistment bonus decision has moderately diminished the amount of variation in affective commitment scores shared by current reenlistment commitment scores.

There was a moderate positive partial correlation between affective commitment and current reenlistment commitment (r = .413, p = .000, 2-tailed), with high levels of affective commitment being associated with lower levels of current reenlistment commitment. An inspection of the zero order correlation (*r* = .529, p = .000, 2-tailed) suggested that controlling for reenlistment bonus decisions had medium effect on the strength of the relationship between these two variables.

Table L3 reports bivariate and partial correlation results used to explore the correlation between affective commitment scale and current reenlistment commitment scale scores, while controlling for scores on the organization environmental satisfaction scale. In terms of variance, current reenlistment commitment can now account for only 22% ($R^2 = .468^2$) of the variance in affective commitment for the partial correlation compared to 28% ($R^2 = .529^2$) of the variation in affective commitment when effects of organization environmental satisfaction were not controlled. Thus, the inclusion of organization environmental satisfaction has slightly diminished the amount of variation in affective commitment scores shared by current reenlistment commitment scores.

There was a moderate positive partial correlation between affective commitment and current reenlistment commitment (r = .468, p = .000, 2-tailed), with high levels of affective commitment being associated with lower levels of current reenlistment commitment. An inspection of the zero order correlation (*r* = .529, p = .000, 2-tailed) suggested that controlling for organization environmental satisfaction had medium effect on the strength of the relationship between these two variables.

Table L4 reports bivariate and partial correlation results used to explore the correlation between affective commitment scale and current reenlistment commitment scale scores, while controlling for scores on the family decision to stay scale. In terms of variance, current reenlistment commitment can now account for only 27% ($R^2 = .516^2$) of the variance in affective commitment for the partial correlation compared to 28% ($R^2 = .529^2$) of the variation in affective commitment when effects of family decision to stay were not controlled. Thus, the inclusion of family decision to stay has slightly diminished the amount of variation in affective commitment scores shared by current reenlistment commitment scores.

There was a moderate positive partial correlation between affective commitment and current reenlistment commitment (r = .516, p = .000, 2-tailed), with high levels of affective commitment being associated with lower levels of current reenlistment commitment. An inspection of the zero order correlation ($r = .529$, p = .000, 2-tailed) suggested that controlling for family decisions to stay had small effect on the strength of the relationship between these two variables.

Partial correlation for Hypothesis 2. Tables L5–L7 (see Table L10b for impact effect summary) used the following matrix to report partial correlation results explore the variables of interest: the top half of the table is the normal Pearson product-moment correlation (Bivariate) scores between the two variables of interest, not controlling for mediator variable and the bottom half of the table repeats the same set of correlation analysis, but this time controlling for the effects of the mediator variable. Table L5 reports bivariate and partial correlation results used to explore the correlation between continuance commitment scale and current reenlistment commitment scale scores, while controlling for scores on the family decision to stay scale. In

terms of variance, current reenlistment commitment can now account for only 27% ($R^2 = .517^2$) of the variance in continuance commitment for the partial correlation compared to 28% ($R^2 = .532^2$) of the variation in continuance commitment when effects of family decision to stay were not controlled. Thus, the inclusion of family decision to stay has slightly diminished the amount of variation in continuance commitment scores shared by current reenlistment commitment scores.

There was a moderate positive partial correlation between continuance commitment and current reenlistment commitment (r = .517, p = .000, 2-tailed), with high levels of continuance commitment being associated with lower levels of current reenlistment commitment. An inspection of the zero order correlation ($r = .532$, p = .000, 2-tailed) suggested that controlling for family decisions to stay had very small effect on the strength of the relationship between these two variables.

Table L6 reports bivariate and partial correlation results used to explore the correlation between continuance commitment scale and current reenlistment commitment scale scores, while controlling for scores on the intent to leave scale. In terms of variance, current reenlistment commitment can now account for only 3% ($R^2 = .173^2$) of the variance in continuance commitment for the partial correlation compared to 28% ($R^2 = .531^2$) of the variation in continuance commitment when effects of intent to leave were not controlled. Thus, the inclusion of intent to leave has greatly diminished the amount of variation in continuance commitment scores shared by current reenlistment commitment scores.

There was a weak to moderate positive partial correlation between continuance commitment and current reenlistment commitment (r = .173, p = .000, 2-tailed), with high levels

of continuance commitment being associated with lower levels of current reenlistment commitment. An inspection of the zero order correlation (r = .531, p = .000, 2-tailed) suggested that controlling for intent to leave had a large effect on the strength of the relationship between these two variables.

Table L7 reports bivariate and partial correlation results used to explore the correlation between continuance commitment scale and current reenlistment commitment scale scores, while controlling for scores on the reenlistment bonus decision scale. In terms of variance, current reenlistment commitment can now account for only 15% (R^2 = .388²) of the variance in continuance commitment for the partial correlation compared to 28% (R^2 = .531²) of the variation in continuance commitment when effects of reenlistment bonus decision were not controlled. Thus, the inclusion of reenlistment bonus decision has moderately diminished the amount of variation in continuance commitment scores shared by current reenlistment commitment scores.

There was a moderate positive partial correlation between continuance commitment and current reenlistment commitment (r = .388, p = .000, 2-tailed), with high levels of continuance commitment being associated with lower levels of current reenlistment commitment. An inspection of the zero order correlation (r = .531, p = .000, 2-tailed) suggested that controlling for reenlistment bonus decision had a medium effect on the strength of the relationship between these two variables.

Partial correlation for Hypothesis 3. Tables L8–L9 (see Table L10b for impact effect summary) used the following matrix to report partial correlation results explore the variables of interest: the top half of the table is the normal Pearson product-moment correlation (Bivariate)

scores between the two variables of interest, not controlling for mediator variable and the bottom half of the table repeats the same set of correlation analysis, but this time controlling for the effects of the mediator variable. Table L8 reports bivariate and partial correlation results used to explore the correlation between normative commitment scale and current reenlistment commitment scale scores, while controlling for scores on the family decision to stay scale. In terms of variance, current reenlistment commitment can now account for only 33% ($R^2 = .579^2$) of the variance in normative commitment for the partial correlation compared to 34% ($R^2 = .589^2$) of the variation in normative commitment when effects of family decision to stay were not controlled. Thus, the inclusion of family decision to stay has slightly diminished the amount of variation in normative commitment scores shared by current reenlistment commitment scores.

There was a moderate positive partial correlation between normative commitment and current reenlistment commitment (r = .579, p = .000, 2-tailed), with high levels of normative commitment being associated with lower levels of current reenlistment commitment. An inspection of the zero order correlation ($r = .589$, p = .000, 2-tailed) suggested that controlling for family decision to stay had small effect on the strength of the relationship between these two variables.

Table L9 reports bivariate and partial correlation results used to explore the correlation between normative commitment scale and reenlistment commitment scale scores, while controlling for scores on the reenlistment bonus decision scale. In terms of variance, current reenlistment commitment can now account for only 24% ($R^2 = .488^2$) of the variance in normative commitment for the partial correlation compared to 34% ($R^2 = .588^2$) of the variation in normative commitment when effects of reenlistment bonus decision were not controlled. Thus,

the inclusion of reenlistment bonus decision has moderately diminished the amount of variation in normative commitment scores shared by current reenlistment commitment scores.

There was a moderate positive partial correlation between normative commitment and current reenlistment commitment (r = .488, p = .000, 2-tailed), with high levels of normative commitment being associated with lower levels of current reenlistment commitment. An inspection of the zero order correlation (*r* = .588, p = .000, 2-tailed) suggested that controlling for reenlistment bonus decision had medium effect on the strength of the relationship between these two variables.

Organizational Commitment and Intent to Leave

Partial correlation for Hypothesis 4. Tables L11–L14 (see Table L20 for impact effect summary) used the following matrix to report partial correlation results and explore the variables of interest: the top half of the table is the normal Pearson product-moment correlation (Bivariate) scores between the two variables of interest, not controlling for mediator variable and the bottom half of the table repeats the same set of correlation analysis, but this time controlling for the effects of the mediator variable. Table L11 reports bivariate and partial correlation results used to explore the correlation between affective commitment scale and intent to leave scale scores, while controlling for scores on the well-being scale. In terms of variance, intent to leave can now account for only 40% ($R^2 = .636^2$) of the variance in affective commitment for the partial correlation compared to 41% ($R^2 = .643^2$) of the variation in affective commitment when effects of well-being were not controlled. Thus, the inclusion of well-being has slightly diminished the amount of variation in affective commitment scores shared by intent to leave scores.

There was a moderate positive partial correlation between affective commitment and current reenlistment commitment (r = .636, p = .000, 2-tailed), with high levels of affective commitment being associated with lower levels of intent to leave. An inspection of the zero order correlation (*r* = .643) suggested that controlling for well-being scores had small effect on the strength of the relationship between these two variables.

Table L12 reports bivariate and partial correlation results used to explore the correlation between affective commitment scale and intent to leave scale scores, while controlling for scores on the reenlistment bonus decision scale. In terms of variance, intent to leave can now account for only 27% ($R^2 = .522^2$) of the variance in affective commitment for the partial correlation compared to 37% ($R^2 = .612^2$) of the variation in affective commitment when effects of reenlistment bonus decision were not controlled. Thus, the inclusion of reenlistment bonus decision has moderately diminished the amount of variation in affective commitment scores shared by intent to leave scores.

There was a moderate positive partial correlation between affective commitment and intent to leave (r = .522, p = .000, 2-tailed), with high levels of affective commitment being associated with lower levels of intent to leave. An inspection of the zero order correlation (*r* = .612, p = .000, 2-tailed) suggested that controlling for reenlistment bonus decision had medium effect on the strength of the relationship between these two variables.

Table L13 reports bivariate and partial correlation results used to explore the correlation between affective commitment scale and intent to leave scale scores, while controlling for scores on the organization environmental satisfaction scale. In terms of variance, current reenlistment commitment can now account for only 32% ($R^2 = .563^2$) of the variance in affective commitment

for the partial correlation compared to 37% (R^2 = .612²) of the variation in affective commitment when effects of organization environmental satisfaction were not controlled. Thus, the inclusion of organization environmental satisfaction has slightly diminished the amount of variation in affective commitment scores shared by intent to leave scores.

There was a moderate positive partial correlation between affective commitment and intent to leave (r = .563, p = .000, 2-tailed), with high levels of affective commitment being associated with lower levels of intent to leave. An inspection of the zero order correlation (r = .612, p = .000, 2-tailed) suggested that controlling for organization environmental satisfaction had medium effect on the strength of the relationship between these two variables.

Table L14 reports bivariate and partial correlation results used to explore the correlation between affective commitment scale and intent to leave scale scores, while controlling for scores on the family decision to stay scale. In terms of variance, intent to leave can now account for only 36% (R^2 = .604²) of the variance in affective commitment for the partial correlation compared to 37% (R^2 = .613²) of the variation in affective commitment when effects of family decision to stay were not controlled. Thus, the inclusion of family decision to stay has slightly diminished the amount of variation in affective commitment scores shared by intent to leave scores.

There was a moderate positive partial correlation between affective commitment and intent to leave (r = .604, p = .000, 2-tailed), with high levels of affective commitment being associated with lower levels of intent to leave. An inspection of the zero order correlation (r = .613, p = .000, 2-tailed) suggested that controlling for family decision to stay had small effect on the strength of the relationship between these two variables.

Partial correlation for Hypothesis 5. Tables L15–17 (see Table L20 for impact effect summary) use the following matrix to report partial correlation results explore the variables of interest: the top half of the table is the normal Pearson product-moment correlation (Bivariate) scores between the two variables of interest, not controlling for mediator variable and the bottom half of the table repeats the same set of correlation analysis, but this time controlling for the effects of the mediator variable. Table L15 reports bivariate and partial correlation results used to explore the correlation between continuance commitment scale and intent to leave scale scores, while controlling for scores on the family decision to stay scale. In terms of variance, intent to leave can now account for only 26% ($R^2 = .512^2$) of the variance in continuance commitment for the partial correlation compared to 27% ($R^2 = .525^2$) of the variation in continuance commitment when effects of family decision to stay were not controlled. Thus, the inclusion of family decision to stay has slightly diminished the amount of variation in continuance commitment scores shared by intent to leave scores.

There was a moderate positive partial correlation between continuance commitment and intent to leave (r = .512, p = .000, 2-tailed), with high levels of continuance commitment being associated with lower levels of intent to leave. An inspection of the zero order correlation (r = .525, p = .000, 2-tailed) suggested that controlling for family decision to stay had small effect on the strength of the relationship between these two variables.

Table L16 reports bivariate and partial correlation results used to explore the correlation between continuance commitment scale and intent to leave scale scores, while controlling for scores on the current reenlistment commitment scale. In terms of variance, intent to leave can now account for only 2% ($R^2 = .155^2$) of the variance in continuance commitment for the partial

correlation compared to 28% (R^2 = .527²) of the variation in continuance commitment when effects of intent to leave were not controlled. Thus, the inclusion of intent to leave has greatly diminished the amount of variation in continuance commitment scores shared by current reenlistment commitment scores.

There was a weak positive partial correlation between continuance commitment and intent to leave (r = .155, p = .001, 2-tailed), with slight low levels of continuance commitment being associated with slight high levels of intent to leave. An inspection of the zero order correlation (r = .527, p = .000, 2-tailed) suggested that controlling for current reenlistment commitment had large effect on the strength of the relationship between these two variables.

Table L17 reports bivariate and partial correlation results used to explore the correlation between continuance commitment scale and intent to leave scale scores, while controlling for scores on the reenlistment bonus decision scale. In terms of variance, intent to leave can now account for only 15% (R^2 = .390²) of the variance in continuance commitment for the partial correlation compared to 28% (R^2 = .527²) of the variation in continuance commitment when effects of reenlistment bonus decision were not controlled. Thus, the inclusion of reenlistment bonus decision has moderately diminished the amount of variation in continuance commitment scores shared by intent to leave scores.

There was a weak to moderate positive partial correlation between continuance commitment and current reenlistment commitment (r = .390, p = .000, 2-tailed), with high levels of continuance commitment being associated with lower levels of intent to leave. An inspection of the zero order correlation (r = .527, p = .000, 2-tailed) suggested that controlling for

reenlistment bonus decision had medium effect on the strength of the relationship between these two variables.

Partial correlation for Hypothesis 6. Tables L18–L19 (see Table L20 for impact effect summary) use the following matrix to report partial correlation results explore the variables of interest: the top half of the table is the normal Pearson product-moment correlation (Bivariate) scores between the two variables of interest, not controlling for mediator variable, and the bottom half of the table repeats the same set of correlation analysis, but this time controlling for the effects of the mediator variable. Table L18 reports bivariate and partial correlation results used to explore the correlation between normative commitment scale and intent to leave scale scores, while controlling for scores on the family decision to stay scale. In terms of variance, intent to leave can now account for only 42% ($R^2 = .646^2$) of the variance in normative commitment for the partial correlation compared to 43% ($R^2 = .653^2$) of the variation in normative commitment when effects of family decision to stay were not controlled. Thus, the inclusion of family decision to stay has slightly diminished the amount of variation in normative commitment scores shared by intent to leave scores.

There was a moderate positive partial correlation between normative commitment and intent to leave (r = .653, p = .000, 2-tailed), with high levels of normative commitment being associated with lower levels of intent to leave. An inspection of the zero order correlation (r = .653, p = .000, 2-tailed) suggested that controlling for family decision to stay had small effect on the strength of the relationship between these two variables.

Table L19 reports bivariate and partial correlation results used to explore the correlation between normative commitment scale and intent to leave scale scores, while controlling for

scores on the reenlistment bonus decision scale. In terms of variance, intent to leave can now account for only 33% ($R^2 = .575^2$) of the variance in normative commitment for the partial correlation compared to 43% ($R^2 = .654^2$) of the variation in normative commitment when effects of reenlistment bonus decision were not controlled. Thus, the inclusion of reenlistment bonus decision has moderately diminished the amount of variation in normative commitment scores shared by current intent to leave scores.

There was a weak to moderate positive partial correlation between normative commitment and intent to leave (r = .654, p = .000, 2-tailed), with high levels of normative commitment being associated with lower levels of intent to leave. An inspection of the zero order correlation (r = .575, p = .000, 2-tailed) suggested that controlling for reenlistment bonus decision had medium effect on the strength of the relationship between these two variables.

Intent to Leave and Reenlistment Bonus

Partial correlation for Hypothesis 7. Tables L21–L25 (see Table L26 for impact effect summary) use the following matrix to report partial correlation results explore the variables of interest: the top half of the table is the normal Pearson product-moment correlation (Bivariate) scores between the two variables of interest, not controlling for mediator variable, and the bottom half of the table repeats the same set of correlation analysis, but this time controlling for the effects of the mediator variable. Table L21 reports bivariate and partial correlation results used to explore the correlation between intent to leave scale scores and reenlistment bonus decision scale scores, while controlling for scores on the family decision to stay scale. In terms of variance, reenlistment bonus decision can now account for only 23% ($R^2 = .484^2$) of the variance in intent to leave for the partial correlation compared to 25% ($R^2 = .499^2$) of the

variation in intent to leave when effects of family decision to stay were not controlled. Thus, the inclusion of family decision to stay has slightly diminished the amount of variation in intent to leave scores shared by reenlistment bonus decision scores.

There was a moderate positive partial correlation between intent to leave and reenlistment bonus decision (r = .484, p = .000, 2-tailed), with high levels of intent to leave being associated with lower levels of reenlistment bonus decision. An inspection of the zero order correlation (*r* = .499, p = .000, 2-tailed) suggested that controlling for family decision to stay had small effect on the strength of the relationship between these two variables.

Table L22 reports bivariate and partial correlation results used to explore the correlation between intent to leave scale scores and reenlistment bonus decision scale scores, while controlling for scores on the organization environment satisfaction scale score. In terms of variance, reenlistment bonus decision can now account for only 23% ($R^2 = .478^2$) of the variance in intent to leave for the partial correlation compared to 25% ($R^2 = .497^2$) of the variation in intent to leave when effects of organization environment satisfaction were not controlled. Thus, the inclusion of organization environment satisfaction has slightly diminished the amount of variation in intent to leave scores shared by reenlistment bonus decision scores.

There was a moderate positive partial correlation between intent to leave and reenlistment bonus decision (r = .478, p = .000, 2-tailed), with high levels of intent to leave being associated with lower levels of reenlistment bonus decision. An inspection of the zero order correlation (*r* = .497, p = .000, 2-tailed) suggested that controlling for organization environment satisfaction had small effect on the strength of the relationship between these two variables.

Table L23 reports bivariate and partial correlation results used to explore the correlation between intent to leave scale scores and reenlistment bonus decision scale scores, while controlling for scores on the well-being scale score. In terms of variance, reenlistment bonus decision can now account for only 27% ($R^2 = .524^2$) of the variance in intent to leave for the partial correlation compared to 27% ($R^2 = .526^2$) of the variation in intent to leave when effects of well-being were not controlled. Thus, the inclusion of well-being has not diminished the amount of variation in intent to leave scores shared by reenlistment bonus decision scores.

There was a moderate positive partial correlation between intent to leave and reenlistment bonus decision (r = .524, p = .000, 2-tailed), with high levels of intent to leave being associated with lower levels of reenlistment bonus decision. An inspection of the zero order correlation (r = .526, p = .000, 2-tailed) suggested that controlling for well-being had small effect on the strength of the relationship between these two variables.

Table L24 reports bivariate and partial correlation results used to explore the correlation between intent to leave scale scores and reenlistment bonus decision scale scores, while controlling for scores on the current reenlistment commitment scale score. In terms of variance, reenlistment bonus decision can now account for only 1% ($R^2 = .102^2$) of the variance in intent to leave for the partial correlation compared to 25% ($R^2 = .497^2$) of the variation in intent to leave when effects of current reenlistment decision were not controlled. Thus, the inclusion of current reenlistment commitment has diminished the amount of variation in intent to leave scores shared by reenlistment bonus decision scores.

There was a weak to moderate positive partial correlation between intent to leave and reenlistment bonus decision (r = .102, p = .027, 2-tailed), with low levels of intent to leave being

associated with higher levels of reenlistment bonus decision. An inspection of the zero order correlation (r = .497, p = .000, 2-tailed) suggested that controlling for current reenlistment commitment had large effect on the strength of the relationship between these two variables.

Table L25 reports bivariate and partial correlation results used to explore the correlation between intent to leave scale scores and reenlistment bonus decision scale scores, while controlling for scores on the number of deployment scale scores. In terms of variance, reenlistment bonus decision can now account for only 25% (R^2 = .495²) of the variance in intent to leave for the partial correlation compared to 25% (R^2 = .497²) of the variation in intent to leave when effects of number of deployments were not controlled. Thus, the inclusion of number of deployments has not diminished the amount of variation in intent to leave scores shared by reenlistment bonus decision scores.

There was moderate positive partial correlation between intent to leave and reenlistment bonus decision (r = .495, p = .000, 2-tailed), with higher levels of intent to leave being associated with negative levels of reenlistment bonus decision. An inspection of the zero order correlation (r = .497, p = .000, 2-tailed) suggested that controlling for number of deployments had no effect on the strength of the relationship between these two variables.

Number of Deployments and Current Reenlistment Commitment

Partial correlation for Hypothesis 8. Tables L27-L29 (see Table L30 for impact effect summary) use the following matrix to report partial correlation results explore the variables of interest: the top half of the table is the normal Pearson product-moment correlation (Bivariate) scores between the two variables of interest, not controlling for mediator variable, and the bottom half of the table repeats the same set of correlation analysis, but this time controlling for

the effects of the mediator variable. Table L27 reports bivariate and partial correlation results used to explore the correlation between number of deployment scale scores and current reenlistment commitment scale scores, while controlling for scores on the family decision to stay scale. In terms of variance, current reenlistment commitment can now account for only .3% (R^2 = -.051²) of the variance in number of deployments for the partial correlation compared to .3% (R^2 = -.055²) of the variation in number of deployments when effects of family decision to stay were not controlled. Thus, the inclusion of family decision to stay has not diminished the amount of variation in number of deployments shared by current reenlistment commitment scores.

There was a moderate negative partial correlation between number of deployments and current reenlistment commitment (r = -.051, p = .274, 2-tailed), with low levels of number of deployments being associated with negative levels of current reenlistment commitment. An inspection of the zero order correlation (r = -.055, p = .235, 2-tailed) suggested that controlling for family decision to stay had no effect on the strength of the relationship between these two variables.

Table L28 reports bivariate and partial correlation results used to explore the correlation between number of deployment scale scores and current reenlistment commitment scale scores, while controlling for scores on the well-being scale. In terms of variance, current reenlistment commitment can now account for only 1% (R^2 = -.113²) of the variance in number of deployments for the partial correlation compared to 1% (R^2 = -.117²) of the variation in number of deployments when effects of well-being were not controlled. Thus, the inclusion of well-being has not diminished the amount of variation in number of deployments shared by current reenlistment commitment scores.

There was a weak negative partial correlation between number of deployments and current reenlistment commitment (r = -.113, p = .117, 2-tailed), with low levels of number of deployments being associated with negative levels of current reenlistment commitment. An inspection of the zero order correlation (*r* = -.117, p = .105, 2-tailed) suggested that controlling for well-being had no effect on the strength of the relationship between these two variables.

Table L29 reports bivariate and partial correlation results used to explore the correlation between number of deployment scale scores and current reenlistment commitment scale scores while controlling for scores on the organization environment satisfaction scale. In terms of variance, current reenlistment commitment can now account for only .3% (R^2 = -.057²) of the variance in number of deployments for the partial correlation compared to .3% (R^2 = -.055²) of the variation in number of deployments when effects of organization environment satisfaction were not controlled. Thus, the inclusion of organization environment satisfaction has not diminished the amount of variation in number of deployments shared by current reenlistment commitment scores.

There was a weak negative partial correlation between number of deployments and current reenlistment commitment (r = -.113, p = .117, 2-tailed), with low levels of number of deployments being associated with negative levels of current reenlistment commitment. An inspection of the zero order correlation (*r* = -.117, p = .105, 2-tailed) suggested that controlling for organization environment satisfaction had no effect on the strength of the relationship between these two variables.

Analyses of Variances by Demographics

While not presented as a research question and hypothesis in the study, a one-way, analysis of variance perform compared whether there were significant differences in the mean scores of between groups using several categorical variables as the independent variable (factor) and several ordinal Likert scaled variables as the dependent variable (used as a substitute for continuous variables). As stated in previous chapters, the study used a stratified random sampling method and is representative of the sampled population in that the groups were uneven. Homogeneity of variance, effect size test (eta squared calculation considered .01 as a small effect, .06 as a medium effect and .14 as a large effect) and robust tests of equality of means were conducted to check for violation of assumptions of the parametric technique used. In addition, a Post-hoc test was performed for those groups that were found to have significant differences (Cohen, 1988).

Table 10 (see Table M1a-Mb for descriptive statistics) illustrates a one-way, between-groups analysis of variance conducted to explore the impact on organizational commitment (Affective, Continuance, and Normative Commitments), as measured by sub-organizational identification of Organization A (A1-A8). There was a statistically significant difference at the $p < .05$ level in affective commitment scores for the sub-organizations of Organization A [F (7, 459) = 4.7, p = .000]. The assumption of homogeneity was not violated at p = .648 ($p > .05$) and the effect size was moderate at .067. Post-hoc comparisons using Tukey's Honest Significant Different Test (HSD) test indicated that the mean score for Group A2 (M = 19.8, SD = 8.1) was significantly different between Groups A3 (M = 24.5, SD = 7.5), A5 (M = 23.7, SD = 7.5), A6 (M = 27.1, SD = 7.6), and A7 (M = 30.9, SD = 6.1). Group A4 (M = 22.2, SD = 7.9) was

significantly different from Group A7 (M = 30.9, SD = 6.1). Group A7 (M = 30.9, SD = 6.1) was significantly different from Group A8 (M = 22.4, SD = 8.0).

There was a statistically significant difference at the $p < .05$ level in continuance commitment scores for the sub-organizations of Organization A [F (7, 459) = 5.5, p = .000]. Regardless of a violation of the test for homogeneity of variances with statistically not significant difference at the $p < .05$ level (p = .037), the effect size was moderate at .078 considering a large sample. A robust test of equality of means (Welch F-ratios) indicates that there is a reason to suspect that there is statistically a significant difference at the $p < .05$ level in continuance commitment scores for the sub-organizations of Organization A [F (2, 96.274) = 5.5, p = .000], with adjustments made to the error degrees of freedom. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for Group A2 (M = 13.0, SD = 7.7) was significantly different between Groups A1 (M = 18.6, SD = 9.3), A3 (M = 18.4, SD = 9.2), A5 (M = 19.6, SD = 7.6), and A6 (M = 20.8, SD = 9.3).

There was a statistically significant difference at the $p < .05$ level in normative commitment scores for the sub-organizations of Organization A [F (7, 459) = 4.7, p = .000]. The assumption of homogeneity was not violated at p = .688 ($p > .05$) and the effect size was moderate at .067. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for Group A2 (M = 24.5, SD = 7.5) was significantly different between groups A1 (M = 22.1, SD = 9.1), Group A3 (M = 22.4, SD = 8.6), and Group A6 (M = 25.7, SD = 9.1). Group A8 (M = 19.7, SD = 8.0) was significantly different from group A6 (M = 25.7, SD = 9.1).

Table 11 (see Table M2 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on intent to leave the Army, as measured by

sub-organizational identification of Organization A (A1-A8). There was a statistically significant difference at the $p < .05$ level in intent to leave scores for the sub-organizations of Organization A [F (7, 459) = 5.4, p = .000]. The assumption of homogeneity was not violated at p = .113 ($p >$ .05) and the effect size was moderate at .077. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for Group A2 (M = 7.3, SD = 5.4) was significantly different between Groups A3 (M = 11.4, SD = 6.2), A4 (M = 10.4, SD = 5.6), A6 (M = 12.0, SD = 5.9), and A7 (M = 14.1, SD = 5.6). Group A8 (M = 8.5, SD = 5.3) was significantly different from group A3 (M = 11.4, SD = 6.2).

Table 12 (see Table M3 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on well-being, as measured by sub-organizational identification of Organization A (A1-A8). There was a statistically significant difference at the $p < .05$ level in well-being scores for the sub-organizations of Organization A [F (7, 186) = 2.2, p = .029]. The assumption of homogeneity was not violated at p = .161 ($p >$ .05) and the effect size was moderate at .079. Post-hoc comparisons using Tukey's HSD test gave no indication of differences among all eight groups.

Tables 13 (see Table M4 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on current reenlistment commitment, as measured by sub-organizational identification of Organization A (A1-A8). There was a statistically significant difference at the $p < .05$ level in current reenlistment commitment scores for the sub-organizations of Organization A [F (7, 459) = 5.0, p = .000]. Even though, there was a violation of the test for homogeneity of variances with statistically not significant difference at the $p < .05$ level (p = .001) suggesting that the variables for the two groups are not of equal size.

The effect size was moderate at .072 considering a large sample. A robust test of equality of means (Welch *F*-ratios) indicates that there is no reason to suspect that there is statistically a significant difference at the $p < .05$ level in current reenlistment commitment scores for the sub-organizations of Organization A [F (7, 94.679) = 5.0, $p = .000$] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test indicated that the mean score for Group A2 ($M = 2.0$, $SD = 1.5$) was significantly different between Groups A1 ($M = 3.1$, $SD = 1.4$), A3 ($M = 3.1$, $SD = 1.6$), A5 ($M = 3.0$, $SD = 1.6$), and A6 ($M = 3.2$, $SD = 1.4$).

Tables 14 (see Table M5 for descriptive statistics) illustrates a one-way, between-groups analysis of variance conducted to explore the impact on reenlistment bonus decision, as measured by sub-organizational identification of Organization A (A1-A8). There was a statistically significant difference at the $p < .05$ level in well-being scores for the sub-organizations of Organization A [F (7, 459) = 2.9, $p = .005$]. The assumption of homogeneity was not violated at $p = .163$ ($p > .05$) and the effect size was small at .042. Post-hoc comparisons using Tukey's HSD test gave no indication of differences among all eight groups.

Table 15 (see Table M6 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on organization environment satisfaction, as measured by sub-organizational identification of Organization A (A1-A8). There was a statistically significant difference at the $p < .05$ level in organization environment satisfaction scores for the sub-organizations of Organization A [F (7, 459) = 3.3, $p = .002$]. The assumption of homogeneity was not violated at $p = .394$ ($p > .05$) and the effect size was small at .048. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for Group A2 ($M = 17.7$,

SD = 6.5) was significant between Groups A3 (*M* = 21.1, *SD* = 6.5), A5 (*M* = 21.4, *SD* = 5.8), and A8 (*M* = 21.8, *SD* = 7.1).

Table 16 (see Table M7 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on family decision to stay, as measured by sub-organizational identification of Organization A (A1-A8). There was a statistically not significant difference at the $p < .05$ level in family decision to stay scores for the sub-organizations of Organization A [F (7, 458) = 82, $p = .567$]. Even though, there was a violation of the test for homogeneity of variances with statistically not significant difference at the $p < .05$ level ($p = .001$) suggesting that the variables for the two groups are not of equal size. The effect size was small at .012 considering a large sample. A robust test of equality of means (Welch *F*-ratios) indicates that there is no reason to suspect that there is statistically a significant difference at the $p < .05$ level in family decision to stay scores for the sub-organizations of Organization A [F (7, 97.824) = .82, $p = .279$] (adjustments made to the error degrees of freedom).

Tables 17 (see Table M8 for descriptive statistics) illustrates a one-way, between-groups analysis of variance conducted to explore the impact on organizational commitment (Affective, Continuance, and Normative Commitments), as measured by soldier reenlistment category/gender. There was a statistically significant difference at the $p < .05$ level in affective commitment scores for the category/gender of Organization A group [F (3, 463) = 9.9, $p = .000$]. The assumption of homogeneity was not violated at $p = .756$ ($p > .05$) and the effect size was moderate at .060. Post-hoc comparisons using Tukey's HSD test indicated that the mean scores for mid-career male group (*M* = 25.7, *SD* = 7.9) was significantly different between initial term male group (*M* = 21.5, *SD* = 7.8) and initial term female group (*M* = 21.2, *SD* = 8.0).

There was a statistically significant difference at the $p < .05$ level in continuance commitment scores for the category/gender of Organization A group [F (3, 463) = 10.2, p = .000]. The assumption of homogeneity was not violated at $p = .225$ ($p > .05$) and the effect size was moderate at .062. Post-hoc comparisons using Tukey's HSD test indicated that the mean scores for mid-career female group (M = 24.9, SD = 8.3) was significantly different between initial term male group (M = 15.7, SD = 8.1), initial term female group (M = 16.5, SD = 9.1), and mid-career male group (M = 17.5, SD = 8.2).

There was a statistically significant difference at the $p < .05$ level in normative commitment scores for the category/gender of Organization A group [F (3, 463) = 5.1, p = .002]. The assumption of homogeneity was not violated at $p = .121$ ($p > .05$) and the effect size was small at .032. Post-hoc comparisons using Tukey's HSD test indicated that the mean scores for initial term male group (M = 19.1, SD = 7.9) was significantly different from mid-career male group (M = 22.3, SD = 8.5).

Table 18 (see Table M9 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on intent to leave the Army, as measured by soldier reenlistment category/gender. There was a statistically significant difference at the $p <$ .05 level in intent to leave scores for the category/gender of Organization A [F (3, 463) = 7.3, p = .000]. The assumption of homogeneity was not violated at $p = .234$ ($p > .05$) and the effect size was small at .045. Post-hoc comparisons using Tukey's HSD test indicated that the mean scores for mid-career female group (M = 12.1.7, SD = 4.6) was significantly different from initial term male group (M = 8.8, SD = 5.6). Initial term male group (M = 8.8, SD = 5.6) was significantly different from mid-career male group (M = 11.0, SD = 5.9). Initial term female group (M = 8.5,

SD = 5.4) was significantly different between mid-career male group (*M* = 11.0, *SD* = 5.9) and initial term female group (*M* = 8.5, *SD* = 5.4).

Table 19 (see Table M10 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on well-being, as measured by soldier reenlistment category/gender. There was a statistically not significant difference at the $p < .05$ level in intent to well-being scores for the category/gender of Organization A [F (3, 190) = .87, p = .457]. The assumption of homogeneity was not violated at $p = .478$ ($p > .05$) and the effect size was small at .013. Post-hoc comparisons using Tukey's HSD test were not required.

Table 20 (see Table M11 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on current reenlistment commitment, as measured by soldier reenlistment category/gender. There was a statistically significant difference at the $p < .05$ level in current reenlistment commitment scores for the category/gender of Organization A [F (3, 463) = 7.2, p = .000]. The assumption of homogeneity was not violated at $p = .556$ ($p > .05$) and the effect size was small at .045. Post-hoc comparisons using Tukey's HSD test indicated that the mean scores for initial term male group (*M* = 2.5, *SD* = 1.5) was significantly different between mid-career male (*M* = 3.1, *SD* = 1.6) and mid-career female male group (*M* = 3.7, *SD* = 1.4). Initial term female group (*M* = 2.5, *SD* = 1.5) was significantly different from mid-career female group (*M* = 3.7, *SD* = 1.4).

Table 21 (see Table M12 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on reenlistment bonus decision, as measured by soldier reenlistment category/gender. There was a statistically significant difference at the $p < .05$ level in reenlistment bonus decision scores for the category/gender group of

Organization A [F (3, 463) = 4.1, p = .006]. Even though, there was a violation of the test for homogeneity of variances with statistically not significant difference at the $p < .05$ level (p = .012) suggesting that the variables for the two groups are not of equal size. The effect size was small at .026 considering a large sample. A robust test of equality of means (Welch F-ratios) indicates that there is a reason to suspect that there is statistically significant difference at the $p <$ .05 level in reenlistment bonus decision scores for the category/gender group of Organization A [F (3, 107.218) = 4.1, p = .002] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test indicated that the mean scores for initial term female group (M = 3.2, SD = 2.3) was significantly different from mid-career female (M = 4.8, SD = 1.8). Mid-career female group (M = 4.8, SD = 1.8) was significantly different from initial term male group (M = 3.5, SD = 12.9).

Table 22 (see Table M13 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on organization environment satisfaction, as measured by soldier reenlistment category/gender. There was a statistically not significant difference at the $p < .05$ organization environment satisfaction scores for the category/gender of Organization A [F (3, 463) = 2.0, p = .112]. The assumption of homogeneity was not violated at p = .260 ($p > .05$) and the effect size was small at .012. Post-hoc comparisons using Tukey's HSD test were not required.

Table 23 (see Table M14 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on family decision to stay, as measured by soldier reenlistment category/gender. There was a statistically not significant difference at the p < .05 level in family decision to stay scores for the category/gender of Organization A [F (3,

462) = .89, p = .443]. The assumption of homogeneity was not violated at p = .133 (p > .05) and the effect size was .005. Post-hoc comparisons using Tukey's HSD test were not required.

Table 24 (see Table M15 for descriptive statistics) illustrates a one-way, between-groups analysis of variance conducted to explore the impact on organizational commitment (Affective, Continuance, and Normative Commitments), as measured by age. There was a statistically not significant difference at the p < .05 level in affective commitment scores for the age group [F (4, 462) = 1.0, p = .366]. The assumption of homogeneity (p > .05) was violated at p = .006 and the effect size was .009. A robust test of equality of means (Welch F-ratios) indicates that there is not a reason to suspect that there is statistically significant difference at the p < .05 level in affective commitment scores for age group [F (4, 59.455) = 1.0, p = .440] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test were not required.

There was a statistically not significant difference at the p < .05 level in continuance commitment scores for the age group [F (4, 462) = 1.7, p = .146]. The assumption of homogeneity (p > .05) was violated at p = .023 and the effect size were small at .01. A robust test of equality of means (Welch F-ratios) indicates that there is not a reason to suspect that there is statistically significant difference at the p < .05 level in continuance commitment scores for age group [F (4, 59.101) = 1.7, p = .243] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test were not required.

There was a statistically not significant difference at the p < .05 level in normative commitment scores for age group [F (4, 462) = 2.0, p = .083]. The assumption of homogeneity (p > .05) was not violated at p = .366 and the effect size were small at .01. Post-hoc comparisons using Tukey's HSD test were not required.

Table 25 (see Table M16 for descriptive statistics) shows one-way, between-groups analysis of variance conducted to explore the impact on intent to leave, as measured by age. There was a statistically not significant difference at the $p < .05$ level in intent to leave scores for the age group [F (4,462) = 1.5, p = .193]. The assumption of homogeneity ($p > .05$) was not violated at p = .078 and the effect size were small at .01. A robust test of equality of means (Welch F-ratios) indicates that there is not a reason to suspect that there is statistically significant difference at the $p < .05$ level in intent to leave scores for age group [F (4, 60.368) = 1.5, p = .249] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test were not required.

Table 26 (see Table M17 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on well-being, as measured by age. There was a statistically not significant difference at the $p < .05$ level in well-being scores for the age group [F (4, 189) = 1.9, p = .110]. The assumption of homogeneity ($p > .05$) was not violated at p = .423 and the effect size were small at .03. A robust test of equality of means (Welch F-ratios) indicates that there is not a reason to suspect that there is statistically significant difference at the $p < .05$ level in well-being scores for age group [F (4, 22.632) = 1.9, p = .268] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test were not required.

Table 27 (see Table M18 for descriptive statistics) shows one-way, between-groups analysis of variance conducted to explore the impact on current reenlistment commitment, as measured by age. There was a statistically not significant difference at the $p < .05$ level in current reenlistment commitment scores for the age group [F (4, 462) = 1.0, p = .406]. The assumption

of homogeneity ($p > .05$) was not violated at $p = .478$ and the effect size was .008. A robust test of equality of means (Welch *F*-ratios) indicates that there is not a reason to suspect that there is statistically significant difference at the $p < .05$ level in current reenlistment commitment scores for age group [F (4, 60.963) = 1.0, $p = .393$] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test were not required.

Table 28 (see Table M19 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on reenlistment bonus decision, as measured by age. There was a statistically not significant difference at the $p < .05$ level in reenlistment bonus scores for age group [F (4, 462) = .70, $p = .589$]. The assumption of homogeneity ($p > .05$) was not violated at $p = .297$ and the effect size was .006. A robust test of equality of means (Welch *F*-ratios) indicates that there is not a reason to suspect that there is statistically significant difference at the $p < .05$ level in reenlistment bonus decision scores for age group [F (4, 60.413) = .70, $p = .620$] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test were not required.

Table 29 (see Table M20 for descriptive statistics) shows one-way, between-groups analysis of variance conducted to explore the impact on organization environmental satisfaction, as measured by age. There was a statistically not significant difference at the $p < .05$ level in organization environmental satisfaction scores for age group [F (4, 462) = 1.2, $p = .284$]. The assumption of homogeneity ($p > .05$) was not violated at $p = .947$ and the effect size were small at .01. A robust test of equality of means (Welch *F*-ratios) indicates that there is not a reason to suspect that there is statistically significant difference at the $p < .05$ level in organization environmental satisfaction scores for age group [F (4, 60.205) = 1.2, $p = .331$] (adjustments

made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test were not required.

Table 30 (see Table M21 for descriptive statistics) reported one-way, between-groups analysis of variance conducted to explore the impact on family decision to stay, as measured by age. There was a statistically not significant difference at the $p < .05$ level in family decision to stay scores for age group [F (4, 461) = .77, p = .545]. The assumption of homogeneity ($p > .05$) was not violated at p = .131 and the effect size was .006. A robust test of equality of means (Welch F-ratios) indicates that there is not a reason to suspect that there is statistically significant difference at the $p < .05$ level in family decision to stay scores for age group [F (4, 62.056) = .77, p = .497] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test were not required.

Table 31 (see Table M22 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on current reenlistment decision, as measured by soldiers' education level. There was a statistically not significant difference at the $p < .05$ level in current reenlistment decision for soldiers' education level group [F (10, 456) = 1.7, p = .076]. The assumption of homogeneity ($p > .05$) was not violated at p = .712 and the effect size were small at .03. Post-hoc comparisons using Tukey's HSD test were not required.

Table 32 (see Table M23 for descriptive statistics) shows one-way, between-groups analysis of variance conducted to explore the impact on current reenlistment commitment, as measured by spouse work status. There was a statistically significant difference at the $p < .05$ level in current reenlistment commitment for spouse work status group [F (3, 463) = 3.5, p = .015]. The assumption of homogeneity ($p > .05$) was violated at p = .028 and the effect size was

.small at .02. A robust test of equality of means (Welch *F*-ratios) indicates that there is a reason to suspect that there is statistically significant difference at the $p < .05$ level in current reenlistment commitment scores for spouse work status group [F (3, 117.332) = 3.5, $p = .013$] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test indicated that the mean score for no employment group ($M = 3.2$, $SD = 1.5$) was significantly different from not married group ($M = 2.6$, $SD = 1.5$).

Table 33 (see Table M24 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on intent to leave, as measured by spouse work status. There was a statistically significant difference at the $p < .05$ level in intent to leave for spouse work status group [F (3, 463) = 4.0, $p = .007$]. The assumption of homogeneity ($p > .05$) was violated at $p = .038$ and the effect size were small at .02. A robust test of equality of means (Welch *F*-ratios) indicates that there is a reason to suspect that there is statistically significant difference at the $p < .05$ level in intent to stay scores for spouse work status group [F (3, 117.042) = 4.0, $p = .011$] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test indicated that the mean score for no employment group ($M = 11.6$, $SD = 5.8$) was significantly different from not married group ($M = 9.6$, $SD = 5.4$).

Table 34 (see Table M25 for descriptive statistics) shows one-way, between-groups analysis of variance conducted to explore the impact on family decision to stay, as measured by spouse work status. There was a statistically significant difference at the $p < .05$ level in family decision to stay for spouse work status group [F (3, 462) = 14.7, $p = .000$]. The assumption of homogeneity ($p > .05$) was violated at $p = .000$ and the effect size were small at .02. A robust test of equality of means (Welch *F*-ratios) indicates that there is a reason to suspect that there is

statistically significant difference at the $p < .05$ level in family decision to stay scores for spouse work status group [F (3, 130.093) = 14.7, p = .001] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test indicated that the mean score for not married group (M = 4.2, SD = 2.3) was significantly different between no employment group (M = 5.6, SD = 2.0), employed full-time, (M = 5.3, SD = 2.1), and employed part-time (M = 5.9, SD = 1.6).

Table 35 (see Table M26 for descriptive statistics) illustrates a one-way, between-group analysis of variance conducted to explore the impact on intent to leave, as measured by fulfilled needs. There was a statistically significant difference at the $p < .05$ level in intent to leave for Safety/Security or Physiological needs group [F (2, 463) = 9.1, p = .000]. The assumption of homogeneity ($p > .05$) was violated at p = .029 and the effect size were small at .03. A robust test of equality of means (Welch F-ratios) indicates that there is a reason to suspect that there is statistically significant difference at the $p < .05$ level in intent to leave scores for Safety/Security or Physiological needs group [F (2, 21.414) = 9.1, p = .000] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test indicated that the mean score for Safety/Security or Physiological needs group (M = 10.5, SD = 5.8) was significantly different from the not met group (M = 8.2, SD = 5.3).

There was a statistically significant difference at the $p < .05$ level in intent to leave for affiliation/belongingness needs group [F (2, 463) = 19.5, p = .000]. The assumption of homogeneity ($p > .05$) was not violated at p = .291 and the effect size were moderate at .07. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for

affiliation/belongingness needs (M = 11.5, SD = 5.5) was significantly different from the not met group (M = 8.2, SD = 5.5).

There was a statistically significant difference at the $p < .05$ level in intent to leave for growth/self-actualization needs group [F (2, 463) = 5.7, p = .004]. The assumption of homogeneity ($p > .05$) was not violated at p = .179 and the effect size were moderate at .02. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for growth/self-actualization needs (M = 10.3, SD = 5.7) was significantly different from the not met group (M = 8.5, SD = 5.5).

There was a statistically significant difference at the $p < .05$ level in intent to leave for work/life harmony needs group [F (2, 463) = 9.5, p = .000]. The assumption of homogeneity ($p > .05$) was not violated at p = .365 and the effect size were moderate at .03. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for work/life harmony needs (M = 11.2, SD = 5.6) was significantly different from the not met group (M = 8.8, SD = 5.6).

There was a statistically significant difference at the $p < .05$ level in intent to leave for esteem needs group [F (2, 463) = 15.6, p = .000]. The assumption of homogeneity ($p > .05$) was not violated at p = .051 and the effect size were moderate at .06. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for esteem need (M = 10.9, SD = 5.7) was significantly different from the not met group (M = 8.0, SD = 5.3).

There was a statistically significant difference at the $p < .05$ level in intent to leave for rewards need group [F (2, 463) = 13.2, p = .000]. The assumption of homogeneity ($p > .05$) was not violated at p = .350 and the effect size were moderate at .05. Post-hoc comparisons using

Tukey's HSD test indicated that the mean score for rewards need (M = 11.7, SD = 5.6) was significantly different from the not met group (M = 8.7, SD = 5.5).

Table 36 (see Table M27 for descriptive statistics) shows a one-way, between-group analysis of variance conducted to explore the impact on current reenlistment commitment, as measured by fulfilled needs. There was a statistically significant difference at the $p < .05$ level in current reenlistment commitment for safety/security or physiological needs group [F (2, 463) = 8.2, p = .000]. The assumption of homogeneity ($p > .05$) was not violated at p = .670 and the effect size were small at .03. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for safety/security or physiological needs group (M = 3.0, SD = 1.6) was significantly different from the not met group (M = 2.4, SD = 1.5).

There was a statistically significant difference at the $p < .05$ level current reenlistment commitment for affiliation/belongingness needs group [F (2, 463) = 15.9, p = .000]. The assumption of homogeneity ($p > .05$) was not violated at p = .994 and the effect size were moderate at .06. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for Affiliation/Belongingness needs (M = 3.2, SD = 1.6) was significantly different from the not met group (M = 2.4, SD = 1.5).

There was a statistically not significant difference at the $p < .05$ level in current reenlistment decision for growth/self-actualization needs group [F (2, 463) = 2.7, p = .064]. The assumption of homogeneity ($p > .05$) was not violated at p = .541 and the effect size were small at .01. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for growth/self-actualization needs (M = 2.9, SD = 1.6) was significantly different from the not met group (M = 2.5, SD = 1.6).

There was a statistically significant difference at the $p < .05$ level in current reenlistment commitment for work/life harmony needs group [F (2, 463) = 5.8, p = .003]. The assumption of homogeneity ($p > .05$) was not violated at p = .168 and the effect size were small at .02. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for work/life harmony needs (M = 3.1, SD = 1.5) was significantly different from the not met group (M = 2.6, SD = 1.6).

There was a statistically significant difference at the $p < .05$ level in current reenlistment decision for esteem needs group [F (2, 463) = 11.6, p = .000]. The assumption of homogeneity ($p > .05$) was not violated at p = .377 and the effect size were small at .04. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for esteem need (M = 3.1, SD = 1.5) was significantly different from the not met group (M = 2.3, SD = 1.5).

There was a statistically significant difference at the $p < .05$ level in current reenlistment decision for rewards need group [F (2, 463) = 10.2, p = .000]. The assumption of homogeneity ($p > .05$) was not violated at p = .601 and the effect size were small at .04. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for reward need (M = 3.3, SD = 1.5) was significantly different from the not met group (M = 2.5, SD = 1.5).

Table 37 (see Table M28 for descriptive statistics) shows a one-way, between-group analysis of variance conducted to explore the impact on family decision to stay, as measured by fulfilled needs. There was a statistically significant difference at the $p < .05$ level in family decision to stay for safety/security or physiological needs group [F (2, 463) =3.1, p = .042]. The assumption of homogeneity ($p > .05$) was violated at p = .000 and the effect size were small at .01. A robust test of equality of means (Welch F-ratios) indicates that there is a reason to suspect that there is statistically significant difference at the $p < .05$ level in family decision to stay

scores for safety/security or physiological needs group [F (2, 21.297) = 3.1, p = .077] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test indicated that the mean score for safety/security or physiological needs group (M = 5.0, SD = 2.1) was significantly different from the not met group (M = 4.5, SD = 2.4).

There was a statistically not significant difference at the $p < .05$ level family decision to stay for affiliation/belongingness needs group [F (2, 463) = 1.2, p = .299]. The assumption of homogeneity ($p > .05$) was violated at p = .007 and the effect size was .005. A robust test of equality of means (Welch F-ratios) indicates that there is a reason to suspect that there is a statistically not significant difference at the $p < .05$ level in family decision to stay scores for affiliation/belongingness needs group [F (2, 21.440) = 1.2, p = .318] (adjustments made to the error degrees of freedom). Post-hoc comparisons' using Tukey's HSD test was not needed.

There was a statistically not significant difference at the $p < .05$ level family decision to stay for growth/self-actualization needs group [F (2, 463) = .75, p = .471]. The assumption of homogeneity ($p > .05$) was not violated at p = .249 and the effect size was .003. Post-hoc comparisons using Tukey's HSD test were not needed.

There was a statistically not significant difference at the $p < .05$ level in family decision to stay for work/life harmony needs group [F (2, 463) = 1.2, p = .279]. The assumption of homogeneity ($p > .05$) was violated at p = .001 and the effect size were small at .005. Post-hoc comparisons using Tukey's HSD test were not needed.

There was a statistically significant difference at the $p < .05$ level in family decision to stay for esteem needs group [F (2, 463) = 3.7, p = .025]. The assumption of homogeneity ($p > .05$) was not violated at p = .000 and the effect size were small at .01. A robust test of equality of

means (Welch *F*-ratios) indicates that there is a reason to suspect that there is statistically significant difference at the $p < .05$ level in family decision to stay scores for esteem needs group [F (2, 21.396) = 3.7, $p = .047$] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test indicated that the mean score for esteem need ($M = 5.1$, $SD = 2.1$) was significantly different from the not met group ($M = 4.5$, $SD = 2.4$).

There was a statistically not significant difference at the $p < .05$ level in family decision to stay for rewards need group [F (2, 463) = .95, $p = .386$]. The assumption of homogeneity ($p > .05$) was violated at $p = .002$ and the effect size was .004. A robust test of equality of means (Welch *F*-ratios) indicates that there is no reason to suspect that there is statistically significant difference at the $p < .05$ level in family decision to stay scores for reward needs group [F (2, 21.414) = .95, $p = .381$] (adjustments made to the error degrees of freedom). Post-hoc comparisons using Tukey's HSD test are not needed.

Table 38 (see Table M29 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on reenlistment bonus decision, as measured by safety/security or physiological needs. There was a statistically significant difference at the $p < .05$ level in reenlistment bonus decision for by safety/security or physiological needs group [F (2, 463) = 4.4, $p = .012$]. The assumption of homogeneity ($p > .05$) was not violated at $p = .779$ and the effect size were small at .01. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for safety/security or physiological needs ($M = 3.9$, $SD = 2.2$) was significantly different from the not met group ($M = 3.2$, $SD = 2.2$).

Table 39 (see Table M30 for descriptive statistics) shows one-way, between-groups analysis of variance conducted to explore the impact on affective commitment, as measured by

safety/security or physiological needs. There was a statistically significant difference at the $p < .05$ level in affective commitment by safety/security or physiological needs group [F (2, 463) = 15.9, p = .000]. The assumption of homogeneity ($p > .05$) was not violated at p = .329 and the effect size were small at .06. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for safety/security or physiological needs (M = 24.6, SD = 7.8) was significantly different from the not met group (M = 20.3, SD = 8.0).

Table 40 (see Table M31 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on affective commitment, as measured by growth/self actualization needs. There was a statistically significant difference at the $p < .05$ level in affective commitment by growth/self actualization needs group [F (2, 463) = 17.9, p = .000]. The assumption of homogeneity ($p > .05$) was not violated at p = .247 and the effect size were small at .07. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for growth/self actualization needs (M = 24.7, SD = 7.7) was significantly different from the not met group (M = 20.2, SD = 8.1).

Table 41 (see Table 32 for descriptive statistics) illustrates one-way, between-groups analysis of variance conducted to explore the impact on affective commitment, as measured by affiliation/belongingness needs. There was a statistically significant difference at the $p < .05$ level in affective commitment for affiliation/belongingness needs group [F (2, 463) = 56.9, p = .000]. The assumption of homogeneity ($p > .05$) was not violated at p = .121 and the effect size were small at .01. Post-hoc comparisons using Tukey's HSD test indicated that the mean score for affiliation/belongingness need (M = 27.1, SD = 6.8) was significantly different from the not met group (M = 19.7, SD = 7.7).

Table 42 (see Table 33 for descriptive statistics) shows one-way, between-groups analysis of variance conducted to explore the impact on continuance commitment, as measured by growth/self actualization needs. There was a statistically not significant difference at the $p < .05$ level in continuance commitment for growth/self actualization needs group [F (2, 463) = 1.4, $p = .225$]. The assumption of homogeneity ($p > .05$) was not violated at $p = .033$ and the effect size was .006. A robust test of equality of means (Welch F-ratios) indicates that there is reason to suspect that there is no statistically significant difference at the $p < .05$ level in continuance commitment scores for growth/self actualization needs group [F (2, 24.508) = 1.4, $p = .025$] (adjustments made to the error degrees of freedom).

Table 10

Analysis of Variance Summary Table of Organizational Commitment Scale (Affective, Continuance, and Normative Scales) by Organizational Identification Group

Source		*SS*	*df*	*MS*	*F*	*p*
ACS	Between Groups	2092.608	7	298.944	4.757	.000
	Within Groups	28843.619	459	62.840		
	Total	30936.227	466			
CCS	Between Groups	2697.218	7	385.317	5.535	.000
	Within Groups	31950.568	459	60.609		
	Total	34647.786	466			
NCS	Between Groups	2193.300	7	313.329	4.722	.000
	Within Groups	30456.794	459	66.355		
	Total	32650.094	466			

Note. ACS = Affective Commitment scale. CCS = Continuance Commitment scale. NCS = Normative Commitment scale.

Table 11

Analysis of Variance Summary Table of Intent to Leave by Organizational Identification Group

Source		*SS*	*df*	*MS*	*F*	*p*
ILS	Between Groups	1197.661	7	171.094	5.478	.000
	Within Groups	14336.882	459	31.235		
	Total	15534.544	466			

Note. ILS = Intent to Stay or Exit the Army Scale.

Table 12

Analysis of Variance Summary Table of Well-Being by Organizational Identification Group

Source		*SS*	*df*	*MS*	*F*	*p*
WBS	Between Groups	436.895	7	62.414	2.290	.029
	Within Groups	5068.549	186	27.250		
	Total	5505.443	193[a]			

Note. WBS = Well-Being Scale. [a] Total is accounting for only married respondents.

Table 13

Analysis of Variance Summary Table of Current Reenlistment Commitment by Organizational Identification Group

Source		*SS*	*df*	*MS*	*F*	*p*
CRD	Between Groups	88.671	7	12.667	5.094	.000
	Within Groups	1141.342	459	2.487		
	Total	1230.013	466			

Note. CRD = Current Reenlistment Decision Scale.

Table 14

Analysis of Variance Summary Table of Reenlistment Bonus Decision by Organizational Identification Group

Source		*SS*	*df*	*MS*	*F*	*p*
RBD	Between Groups	105.378	7	15.054	2.939	.005
	Within Groups	2350.840	459	5.122		
	Total	2456.218	466			

Note. RBD = Reenlistment Bonus Decision Scale.

Table 15

Analysis of Variance Summary Table of Organization Environment Satisfaction by Organizational Identification Group

Source		*SS*	*df*	*MS*	*F*	*p*
OES	Between Groups	1067.103	7	152.443	3.328	.002
	Within Groups	21022.772	459	45.801		
	Total	22089.876	466			

Note. OES = Organization Environment Satisfaction scale.

Table 16

Analysis of Variance Summary Table of Family Decision to Stay by Organizational Identification Group

Source		*SS*	*df*	*MS*	*F*	*p*
FDS	Between Groups	30.609	7	4.373	.825	.567
	Within Groups	2428.996	458	5.303		
	Total	2459.605	465			

Note. FDS = Family Decision to Stay Scale.

Table 17

Analysis of Variance Summary Table of Organizational Commitment Scale (Affective, Continuance, and Normative Scales) by Soldier Reenlistment Category/Gender Group

Source		*SS*	*df*	*MS*	*F*	*p*
ACS	Between Groups	1879.596	3	626.532	9.983	.000
	Within Groups	29056.631	463	62.757		
	Total	30936.227	466			
CCS	Between Groups	2159.092	3	719.697	10.256	.000
	Within Groups	32488.694	463	70.170		
	Total	34647.786	466			
NCS	Between Groups	1058.426	3	352.809	5.171	.002
	Within Groups	31591.668	463	68.233		
	Total	32650.094	466			

Note. ACS = Affective Commitment scale. CCS = Continuance Commitment Scale. NCS = Normative Commitment scale.

Table 18

Analysis of Variance Summary Table of Intent to Leave by Soldier Reenlistment Category/Gender Group

Source		*SS*	*df*	*MS*	*F*	*p*
ILS	Between Groups	705.020	3	235.007	7.337	.000
	Within Groups	14829.524	463	32.029		
	Total	15534.544	466			

Note. ILS = Intent to Stay or Exit the Army Scale.

Table 19

Analysis of Variance Summary Table of Well-Being by Soldier Reenlistment Category/Gender Group

Source		*SS*	*df*	*MS*	*F*	*p*
WBS	Between Groups	74.653	3	24.884	.871	.457
	Within Groups	5430.790	190	28.583		
	Total	5505.443	193 [a]			

Note. WBS = Well-Being Scale. [a] Total is accounting for only married respondents.

Table 20

Analysis of Variance Summary Table of Current Reenlistment Commitment by Soldier Reenlistment Category/Gender and Total Gender Group

Source		*SS*	*df*	*MS*	*F*	*p*
CRD	Between Groups	55.489	3	18.496	7.291	.000
	Within Groups	1174.524	463	2.537		
	Total	1230.013	466			

Note. CRD = Current Reenlistment Commitment Scale.

Table 21

Analysis of Variance Summary Table of Reenlistment Bonus Decision by Soldier Reenlistment Category/Gender Group

Source		*SS*	*df*	*MS*	*F*	*p*
RBD	Between Groups	64.722	3	21.574	4.177	.006
	Within Groups	2391.496	463	5.165		
	Total	2456.218	466			

Note. RBD = Reenlistment Bonus Decision Scale.

Table 22
Analysis of Variance Summary Table of Organization Environment Satisfaction by Soldier Reenlistment Category/Gender Group

Source		*SS*	*df*	*MS*	*F*	*p*
OES	Between Groups	283.705	3	94.568	2.008	.112
	Within Groups	21806.171	463	47.098		
	Total	22089.876	466			

Note. OES = Organization Environment Satisfaction Scale.

Table 23

Analysis of Variance Summary Table of Family Decision to Stay by Soldier Reenlistment Category/Gender Group

Source		*SS*	*df*	*MS*	*F*	*p*
FDS	Between Groups	14.223	3	4.741	.896	.443
	Within Groups	2445.382	462	5.293		
	Total	2459.605	466			

Note FDS = Family Decision to Stay Scale.

Table 24

Analysis of Variance Summary Table of Organizational Commitment Scale (Affective, Continuance, and Normative Scales) by Age Group

Source		*SS*	*df*	*MS*	*F*	*p*
ACS	Between Groups	286.520	4	71.630	1.080	.366
	Within Groups	30649.707	462	66.341		
	Total	30936.227	466			
CCS	Between Groups	505.713	4	126.428	1.711	.146
	Within Groups	34142.073	462	73.901		
	Total	34647.786	466			
NCS	Between Groups	576.031	4	144.008	2.074	.083
	Within Groups	32074.063	462	69.424		
	Total	32650.094	466			

Note. ACS = Affective Commitment scale. CCS = Continuance Commitment scale. NCS = Normative Commitment Scale.

Table 25

Analysis of Variance Summary Table of Intent to Leave by Age Group

Source		*SS*	*df*	*MS*	*F*	*p*
ILS	Between Groups	202.997	4	50.749	1.529	.193
	Within Groups	15331.547	462	33.185		
	Total	15534.544	466			

Note. ILS = Intent to Stay or Exit the Army Scale.

Table 26

Analysis of Variance Summary Table of Well-Being by Age Group

Source		*SS*	*df*	*MS*	*F*	*p*
WBS	Between Groups	214.355	4	50.749	1.529	.193
	Within Groups	5291.088	189	33.185		
	Total	5505.443	189[a]			

Note. WBS = Well-Being Scale. [a] Total is accounting for only married respondents.

Table 27

Analysis of Variance Summary Table of Current Reenlistment Commitment by Age Group

Source		*SS*	*df*	*MS*	*F*	*p*
CRD	Between Groups	10.582	4	2.645	1.002	.406
	Within Groups	1219.431	462	2.639		
	Total	1230.013	466			

Note CRD = Current Reenlistment Commitment Scale.

Table 28

Analysis of Variance Summary Table of Reenlistment Bonus Decision by Age Group

Source		*SS*	*df*	*MS*	*F*	*p*
RBD	Between Groups	14.907	4	3.727	.705	.589
	Within Groups	2441.312	462	5.284		
	Total	2456.218	466			

Note. RBD = Reenlistment Bonus Decision Scale.

Table 29

Analysis of Variance Summary Table of Organization Environment Satisfaction by Age Group

Source		*SS*	*df*	*MS*	*F*	*p*
OES	Between Groups	238.645	4	59.661	1.261	.284
	Within Groups	21851.231	462	47.297		
	Total	22089.876	466			

Note. OES = Organization Environment Satisfaction Scale.

Table 30

Analysis of Variance Summary Table of Family Decision to Stay by Age Group

Source		*SS*	*df*	*MS*	*F*	*p*
FDS	Between Groups	16.334	4	4.084	.770	.545
	Within Groups	2443.271	461	5.300		
	Total	2459.605	465			

Note. FDS = Family Decision to Stay Scale.

Table 31

Analysis of Variance Summary Table of Current Reenlistment Commit Decision by Education Level Group

Source		*SS*	*df*	*MS*	*F*	*p*
CRD	Between Groups	44.414	2	4.441	1.708	.076
	Within Groups	1185.599	456	2.600		
	Total	1230.013	466			

Note CRD = Current Reenlistment Decision Scale.

Table 32

Analysis of Variance Summary Table of Current Reenlistment Commitment by Spouse Work Status Group

Source		*SS*	*df*	*MS*	*F*	*p*
CRD	Between Groups	27.592	3	9.197	3.542	.015
	Within Groups	1202.421	463	2.597		
	Total	1230.013	466			

Note. CRD = Current Reenlistment Commitment scale.

Table 33

Analysis of Variance Summary Table of Intent to Leave by Spouse Work Status Group

Source		*SS*	*df*	*MS*	*F*	*p*
ILS	Between Groups	399.801	3	133.267	4.077	.007
	Within Groups	15134.743	463	32.688		
	Total	15534.544	466			

Note. ILS = Intent to Leave scale.

Table 34

Analysis of Variance Summary Table of Family Decision to Stay by Spouse Work Status Group

Source		*SS*	*df*	*MS*	*F*	*p*
FDS	Between Groups	215.100	3	71.700	14.758	.000
	Within Groups	2244.506	462	4.858		
	Total	2459.605	465			

Note. FDS = Family Decision to Stay scale.

Table 35

Analysis of Variance Summary Table of Intent to Leave by Fulfilled Needs Group

Source		*SS*	*df*	*MS*	*F*	*p*
S	Between Groups	589.906	2	294.953	9.165	.000
	Within Groups	14900.165	463	32.182		
	Total	15490.071	465			
A	Between Groups	1204.173	2	602.086	19.513	.000
	Within Groups	14285.898	463	30.855		
	Total	15490.071	465			
G	Between Groups	371.884	2	185.942	5.695	.004
	Within Groups	15118.187	463	32.653		
	Total	15490.071	465			
W	Between Groups	612.129	2	306.064	9.525	.000
	Within Groups	14877.942	463	32.134		
	Total	15490.071	465			
E	Between Groups	977.138	2	488.569	15.587	.000
	Within Groups	14512.932	463	31.345		
	Total	15490.071	465			
R	Between Groups	839.942	2	419.971	13.273	.000
	Within Groups	14650.129	463	31.642		
	Total	15490.071	465			

Note. S = Safety/Security or Physiological; A = Affiliation/Belongingness; G = Growth/Self-Actualization; W = Work/Life Harmony; E = Esteem; and R = Rewards

Table 36

Analysis of Variance Summary Table of Current Reenlistment Commitment by Fulfilled Needs Group

Source		*SS*	*df*	*MS*	*F*	*p*
S	Between Groups	42.488	2	21.244	8.283	.000
	Within Groups	1187.479	463	2.565		
	Total	1229.968	465			
A	Between Groups	79.251	2	38.625	15.944	.000
	Within Groups	1150.717	463	2.485		
	Total	1229.968	465			
G	Between Groups	14.501	2	7.250	2.762	.064
	Within Groups	1215.467	463	2.625		
	Total	1229.968	465			
W	Between Groups	30.396	2	15.198	5.866	.003
	Within Groups	1199.572	463	2.591		
	Total	1229.968	465			
E	Between Groups	58.737	2	29.368	11.610	.000
	Within Groups	1171.231	463	2.530		
	Total	1229.968	465			
R	Between Groups	52.101	2	26.051	10.240	.000
	Within Groups	1177.867	463	2.544		
	Total	1229.968	465			

Note S = Safety/Security or Physiological; A = Affiliation/Belongingness; G = Growth/Self-Actualization; W = Work/Life Harmony; E = Esteem; and R = Rewards

Table 37

Analysis of Variance Summary Table of Family Decision to Stay by Fulfilled Needs Group

Source		*SS*	*df*	*MS*	*F*	*p*
S	Between Groups	33.406	2	16.703	3.187	.042
	Within Groups	2426.199	463	5.240		
	Total	2459.605	465			
A	Between Groups	12.792	2	6.396	1.210	.299
	Within Groups	2446.813	463	5.285		
	Total	2459.605	465			
G	Between Groups	7.983	2	3.992	.754	.471
	Within Groups	2451.622	463	5.295		
	Total	2459.605	465			
W	Between Groups	13.532	2	6.766	1.281	.279
	Within Groups	2446.074	463	5.283		
	Total	2459.605	465			
E	Between Groups	38.876	2	19.438	3.718	.025
	Within Groups	2420.729	463	5.228		
	Total	2459.605	465			
R	Between Groups	10.087	2	5.044	.953	.386
	Within Groups	2449.518	463	5.291		
	Total	2459.605	465			

Note S = Safety/Security or Physiological; A = Affiliation/Belongingness; G = Growth/Self-Actualization; W = Work/Life Harmony; E = Esteem; and R = Rewards

Table 38

Analysis of Variance Summary Table of Reenlistment Bonus Decision by Safety/Security or Physiological Needs Group

Source		*SS*	*df*	*MS*	*F*	*p*
S	Between Groups	46.788	2	23.394	4.496	.012
	Within Groups	2409.317	463	5.204		
	Total	2456.105	465			

Note. S = Safety/Security or Physiological.

Table 39

Analysis of Variance Summary Table of Affective Commitment by Safety/Security or Physiological Needs Group

Source		*SS*	*df*	*MS*	*F*	*p*
S	Between Groups	1998.241	2	999.121	15.986	.000
	Within Groups	28936.901	463	62.499		
	Total	30935.142	465			

Note S = Safety/Security or Physiological.

Table 40

Analysis of Variance Summary Table of Affective Commitment by Growth/Self Actualization Needs Group

Source		*SS*	*df*	*MS*	*F*	*p*
G	Between Groups	2226.643	2	1113.321	17.955	.000
	Within Groups	28708.499	463	62.005		
	Total	30935.142	465			

Note. G = Growth/Self Actualization.

Table 41
Analysis of Variance Summary Table of Affective Commitment by Affiliation/Belongingness Needs Group

Source		*SS*	*df*	*MS*	*F*	*p*
A	Between Groups	6106.304	2	3053.152	56.934	.000
	Within Groups	24828.837	463	53.626		
	Total	30935.142	465			

Note. A = Affiliation/Belongingness.

Table 42

Analysis of Variance Summary Table of Continuance Commitment by Growth/Self Actualization Needs Group

Source		*SS*	*df*	*MS*	*F*	*p*
G	Between Groups	221.844	2	110.922	1.497	.225
	Within Groups	34305.154	463	74.093		
	Total	34526.998	465			

Note. G = Growth/Self Actualization.

CHAPTER 5. RESULTS, CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

Summary and Discussion of Results

This study was exploratory in nature to enable a contribution to the field of organizational commitment as it relates to retention of soldiers in a hostile environment. As an aid to the reader, this final chapter of the dissertation restates briefly the research problem, reviews the major methods and research questions/hypotheses used in the study. The major sections of this chapter summarize the results by discussing, interpreting, and reviewing the results of the research questions and hypotheses that will establish a foundation to enable relevant conclusions. Also, the summary will assist in discussing the limitations and recommendations for future studies.

Research Problem

The research problem describes that the U.S. Army issues an annual retention mission based on an eligibility population broken down by categories of soldiers who are 24 months from expiration term of service (ETS): (a) initial term soldiers, (b) mid-career soldiers, (c) career soldiers, (d) and Fiscal Year end-strength aggregate retention mission. The Army uses retention bonuses as a main tool in managing and influencing a favorable retention decision by its eligible soldiers in critical skills. It has been successful to date as demonstrated in Table 1. Moreover, the Army must consider that if bonus payments were not available as incentive in a hostile environment this might influence a soldier's decision to stay or exit the Army. Therefore, it is vital for the Army leadership to understand how bonus payments, programs, or other incentives (both financial and non-financial) designed to increase retention will impact soldiers' commitment to stay. In addition, Table 1 demonstrates that bonus monies both tax (if in a non-hostile environment) and tax free (if in a hostile environment) given as an incentive for

reenlistment have contributed greatly to the high reenlistment rates and is consistent with their goal to prevent personnel shortages in occupations critical to the capability of the armed services conducting their missions.

A retention bonus might work as a short-term solution, but what would happen when the bonuses are discontinued and the Army has to retain the same amount of soldiers in order to maintain a viable force. In this case, organizational commitment may play a vital role in the soldiers' decision to stay or leave the organization. Table 1 (see page 5) provides additional data regarding the effect of reducing or increasing retention bonus payments in retention mission accomplishment in both peace time and hostile environment. This is why discovering other factors (e.g., organizational commitment to soldiers) that might influence a soldier's commitment to stay may help the Army in reducing its investments in bonus monies.

Organizational Commitment and Reenlistment Commitment/Intent to Leave

The results of this study provided a starting point to expand the use of organizational commitment scale using a military environment. The use of Meyer and Allen's (1997) six-item scale allowed for exploration, prediction, and contribution to organizational commitment as it relates to a military environment in this study. Also, the use of Meyer and Allen's scale allowed for preparation into identifying new directions and strategies for future studies using a military environment. Previous studies conducted by Meyer, Becker, and Vandenberghe (2004) and Milligan (2003) explain that organizational commitment (Affective, Continuance, and Normative Commitments) might be shaped by other factors that may influence how personnel reenlistment is affected in the work organization. This study extends, yields, and validates previous research

studies that other factors could be contributed to influence or indicate significance or differences between organizational commitment and reenlistment commitment of soldiers deployed in Iraq.

On the basis of this study, compared to Milligan's (2003) results, it seems that the organizational commitment scale provides the means to measure how organizational commitment affects reenlistment commitment/intent to leave the workplace using a military environment. For example, a look at previous reliabilities scores of Milligan (2003), Meyer, Stanley, Herscovitch, Topolnytsky (2002), and Meyer and Allen's (1997) study suggest to indicate the instrument is reliable (see Table I1 for present study scores). In contrast, Milligan's and present reliability scores seems to indicate higher scores associated with continuance and normative commitment scales when using a military environment. As explored with the following research question and Hypotheses 1 through 3, the intent of the results served as a means to validate the results of Research Question 2 which explored similar Hypotheses 4 through 6. Research Question 1 explored the correlation between organizational commitment and reenlistment commitment. In contrast, research question 2 explored the organizational commitment variables, but used the intent to leave scale that yielded slightly higher Pearson's correlation coefficient results as the reenlistment commitment scale; except for continuance commitment score which scored slightly lower (see Tables K1-K2 for summary findings).

Both scales had the same goals to measure retention and intent, but differed in that the intent to leave scale was used in previous research utilizing three questions to measure intent and not actual reenlistment commitment. The reenlistment commitment scale did measure actual reenlistment commitment using one direct approach question that made its introduction with this

present study. The following are the results of Research Question 1 exploring Hypotheses 1 through 3 and Research Question 2 exploring Hypotheses 4 through 6:

Research Question 1. The correlation between organizational commitment studied by its item scale scores (i.e., affective, continuance, and normative commitment) and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq indicated that H1, H2, and H3 are significant and the alternate hypotheses are accepted. Also, the results indicated slight difference between percentages of those committed to reenlist against those with organizational commitment are likely or do reenlist. In contrast, the results indicated a moderate difference in the percentages of those committed to leave and those with no organizational commitment are unlikely to reenlist.

A breakdown of the three scales of organizational commitment as it relates to reenlistment commitment indicated that affective commitment as it relates to the soldiers and family members' identification with the organization indicated little difference between percentages of those committed to reenlist and those who are likely or do reenlist. In contrast, the results indicated some differences between percentages of those committed to leave against those who disagree with affective commitment and are unlikely to reenlist.

Second, continuance commitment as it relates to time invested in the organization (e.g., foregoing financial incentives, tenure, or hard to find employment elsewhere, etc.) indicated moderate difference between the percentages of those committed to reenlist and those with continuance commitment, who are likely or do reenlist. In contrast, the results indicated large differences between the percentages of those committed to leave and those with no continuance commitment that are unlikely to reenlist.

Third, normative commitment, as it relates to a soldier's moral obligation or calling to stay with the Army, indicated little difference between the percentages of those committed to reenlist and those possessing normative commitment, who are likely or do reenlist. In contrast, the results indicated some differences between the percentages of those committed to leave against those with no normative commitment, which are unlikely to reenlist.

Finally, a partial correlation of well-being, reenlistment bonus decision, organization environment satisfaction, family decision to stay, and intent to leave confounding variables was explored to statistically control for possible effects of H1-H3 (see Tables L1-L9 for analyses and Tables L10a-L10b for summary). An inspection of the zero order correlation suggested that controlling for the following: (a) Well-being of H1 seems to indicate that the confounding variable had very little effect; (b) reenlistment bonus decision of H1-H3 seems to indicate that the confounding variable had a common moderate effect; (c) organization environment satisfaction of H1 seems to indicate that the confounding variable had a moderate effect; (d) family decision to stay of H1-H3 seems to indicate that the confounding variable had very little effect; and (e) intent to leave of H2 seems to indicate that the confounding variable had very high effect.

Further, Tables N1-N11 illustrate a summary analysis of variance by demographic variables (organizational identification, reenlistment category/gender, age, spouse work status, and fulfilled needs) for RQ1 which seems to indicate that there are significant differences between the groups, except for continuance commitment by organizational identification, organizational commitment by age group, current reenlistment commitment by education level, and continuance commitment by growth/self actualization needs.

Research Question 2. The correlation between the organizational commitment studied by its item scale scores (i.e., affective, continuance, and normative commitment) and the intent to leave scale scores of initial term and mid-career soldiers in Iraq indicated that H1, H2, and H3 are significant and the alternate hypotheses are accepted. Also, the results indicated large differences between the percentages of intent to leave scores of those likely to stay and those with organization commitment, who are likely to stay. In contrast, the results indicated large differences between the percentages of intent to leave scores of those unlikely to stay and those with no commitment, who are unlikely to stay.

A breakdown of the three scales of organizational commitment as it relates to intent to leave indicated that affective commitment indicated moderate difference between the percentages of those likely to stay and those with affective commitment, who are likely to stay. In contrast, the results indicated moderate differences between the percentages of those not likely to stay and those with no affective commitment, which are unlikely to stay.

Second, continuance commitment indicated large differences between the percentages of those likely to stay and those with continuance commitment, which are likely to stay. In contrast, the results indicated large differences between the percentages of those unlikely to stay and those with no continuance commitment, which are unlikely to stay.

Third, normative commitment indicated moderate differences between the percentages of those likely to stay and those with normative commitment, which are likely to stay. In contrast, the results indicated moderate differences between the percentages of those unlikely to stay and those with no normative commitment, which are unlikely to stay.

Finally, a partial correlation of well-being, reenlistment bonus decision, organization environment satisfaction, and family decision to stay, current reenlistment commitment, and intent to leave confounding variables was explored to statistically control for possible effects of H4-H6 (see Tables L11-L19 for analyses and Table L20 for summary). An inspection of the zero order correlation suggested that controlling for the following: (a) Well-being of H4 seems to indicate that the confounding variable has very little effect; (b) reenlistment bonus decision of H4-H6 seems to indicate that the confounding variable has a common moderate effect; (c) organization environment satisfaction of H4 seems to indicate that the confounding variable has a very little effect; (d) family decision to stay of H4-H6 seems to indicate that the confounding variable has a very little effect; and (e) intent to leave of H5 seems to indicate that the confounding variable has a very high.

Further, Tables N1-N11 illustrate a summary analysis of variance by demographic variables (organizational identification, reenlistment category/gender, age, spouse work status, and fulfilled needs) for RQ2 which seem to indicate that there are significant differences between the groups, except for intent to leave and total organizational commitment by age and continuance commitment by growth/self actualization needs.

In summary of RQ1 and RQ2, the results of the correlation study on the organizational commitment scale compared Milligan's correlation results of Air Force Officer Sample with the current Army enlisted sample study results. It seems to indicate that this study's significance levels were moderately higher (see Table J1). The results of RQ1 and RQ2, using Meyer and Allen's (1997) three-component model of organizational commitment as it relates to retention

using a military environment, seem to indicate that the instrument is sufficient to measure retention or intent to leave the military using both a non-hostile and hostile environment sample.

A comparison of Milligan's (2003) study indicated lower correlation coefficient scores on the organizational commitment scale compared to this present study (see Table J1, p. 203). This could be attributed to Milligan's use of an Air Force officer sample (a school setting) versus an enlisted Army sample (a hostile setting, Iraq). The differences in pay, leadership positions, education level, and branch of military service, current location of the sample, stop loss measures, and incentives (e.g., bonus for those serving in a hostile environment) could have contributed to the difference in correlation between both studies.

Turning to the findings pertaining to Milligan's (2003) study, organizational commitment scores indicated lower level score for affective commitment (26.7%). In contrast, this study indicated lower level scores for continuance (42%) and normative commitment (48%) (see Appendix B for complete percentage breakdown of current study individual scores).

Intent to Leave and Reenlistment Bonus Decision

To avoid suspect of generalization and validity of Research Question 3, the intent to leave scale was used to explore Hypothesis 7. Milligan (2003) reported reliability score of .84 compared to the present study score of .90 indicating satisfactory reliability of the scale. Furthermore, it provided the opportunity to validate Capelli's (1999) beliefs that organizations that complement organizational commitment by offering greater employee incentives to stay and opportunity to grow reduces turnover of its workforce.

Research Question 3. The correlation between intent to leave scale scores and reenlistment bonus scores of initial term and mid-career soldiers in Iraq indicated that H7 is

significant and the alternate hypothesis is accepted. Also, the results indicated moderate difference between percentages of intent to leave scores of those likely to stay against those who likely influenced to stay or leave the Army by a bonus incentive. In contrast, the results indicated moderate difference between percentages of intent to leave scores of those unlikely to stay against those who unlikely influenced by a bonus incentive to stay or leave the Army.

In addition, a partial correlation of family decision to stay, organization environment satisfaction, well-being, current reenlistment commitment, and number of deployments confounding variables was explored to statistically control for possible effects of H7 (see Tables L21-L25 for analyses and Table L26 for summary). An inspection of the zero order correlation suggested that controlling for the following: (a) family decision to stay seems to indicate that the confounding variable has little effect, (b) organization environment satisfaction seems to indicate that the confounding variable has little effect, (c) well-being seems to indicate that the confounding variable has no effect, (d) current reenlistment commitment seems to indicate that the confounding variable has a high strong effect, and (e) number of deployments seems to indicate that the confounding variable has no effect.

Further, Tables N1-N11 illustrate a summary analysis of variance by demographic variables (organizational identification, reenlistment category/gender, age, spouse work status, and fulfilled needs) for RQ3 which seems to indicate that there are significant differences between the groups except for reenlistment bonus decision by organization identification and intent to leave and reenlistment bonus decision by age.

Number of Deployments and Current Reenlistment Commitment

Hosek and Totten (2002) reported scores for soldier's who completed three deployments of no more than six months in length that yielded not significant scores. In contrast, this study considered soldiers that had from 1 to 7 deployments, of which at least one or two were in a hostile environment, and yielded similar not significant results. However, when considering other factors (e.g., demographic variables) the results yielded significant differences.

Research Question 4. The correlation between number of deployment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq indicated that H8 is not significant and the alternate hypothesis is rejected. Also, the results indicated little difference between the percentages of total deployment scores of those likely to stay and those likely to commit to reenlist. In contrast, the results indicated little difference between the percentages of total deployment scores of those unlikely to stay and those unlikely to reenlist.

In addition, a partial correlation of family decision to stay, well-being, and organization environment satisfaction confounding variables were explored to statistically control for possible effects of H8 (see Tables L27-L29 for analyses and Table L30 for summary). An inspection of the zero order correlation suggested that controlling for all three variables seems to indicate that the confounding variables have no effect.

Further, Tables N1-N11 illustrate a summary analysis of variance by demographic variables (organizational identification, reenlistment category/gender, age, spouse work status, and fulfilled needs) for RQ4 which seems to indicate that there are significant differences between the groups, with the exception of current reenlistment commitment by age and education level.

Intent to Leave and Family Decision to Stay

Laar's (1999) sense of community theory composed of three interlocking sources (people, workgroups, and organization) that consist of two elements (social support among members and identification with the community) does complement itself by using other factors as suggested in the literature review and the results of this study.

Research Question 5. The correlation between the intent to leave scale scores and family decision to stay scores of initial term and mid-career soldiers in Iraq indicated that H9 was significant. Also, the results indicated moderate difference between the percentages of those who likely intend to stay and those whose decision to stay or leave the Army is likely influenced by their family. In contrast, the results indicated little difference between the percentages of those who are unlikely to stay and those whose decision to stay or leave the Army is unlikely influenced by their family.

Further, Tables N1-N11 illustrate a summary analysis of variance by demographic variables (organizational identification, reenlistment category/gender, age, spouse work status, and fulfilled needs) for RQ5 which seems to indicate that there are significant differences between the groups, except for family decision to stay by organization identification/reenlistment category and gender/age, intent to leave by age, and family decision to stay by affiliation/belongingness, growth/self-actualization, work/life harmony, and rewards needs.

Organization Environment Satisfaction and Current Reenlistment Commitment

The organization environment scale was developed to explore its generalization and validity in measuring current reenlistment commitment considering the following: (a) Stum's (1991) beliefs that a contract emerges between the individual, family, and the organization; (b) Mathieu and Zajac's (1990) consequences and antecedents; (c) Rosen and Durand's (1995) study

that concluded that opportunity for promotions, career progression Army programs, and keeping the families informed about the organization and the Army; and (d) Mitchell, Holton, Lee, and Erez's (2001) construct of job embeddedness.

Research Question 6. The correlation between organization environment satisfaction scale scores and current reenlistment commitment scores, of initial term and mid-career soldiers in Iraq, indicated that Hypothesis 10 is significant. Also, the results indicated a large difference between the percentages of those who are satisfied with organization environment and those who likely to commit to reenlist. In contrast, the results indicated little difference between the percentages of those who are unsatisfied with organization environment and those who are unlikely to commit to reenlist.

Further, Tables N1-N11 illustrate a summary analysis of variance by demographic variables (organizational identification, reenlistment category/gender, age, spouse work status, and fulfilled needs) for RQ6 which seems to indicate that there are significant differences between the groups with the exception of organization environment satisfaction by reenlistment category/gender, reenlistment category/gender and organization environment satisfaction by age and current reenlistment commitment by education level.

Well-Being and Current Reenlistment Commitment

The well-being scale was developed to explore its generalization and validity in measuring current reenlistment commitment derived from Laar's (1999) sense of community theory, which focuses on quality of life issues for family members and soldiers; Bell, Scarville, and Quigley's (1991) beliefs that spousal support systems affects retention; and Rosen and Durand's (1995) viewpoints on spousal support systems during a soldiers deployment period and

from results of their study concluding that support received from Army programs and keeping families informed about the organization. Furthermore, Burrell, Drand, and Fortado's (2003) results of those spouses that had strong integration with the military community further validates Rosen and Durand's results.

Research Question 7. The correlation between the well-being scale scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq indicated that Hypothesis 11 is not significant. Also, the results indicated little difference between the percentages of those who are satisfied with well-being and those who likely will commit to reenlist. In contrast, the results indicated little difference between the percentages of those who are unsatisfied with well-being and those who are unlikely commit to reenlist. A further breakdown, counting only the married population of 194 out of 467, indicated that they are more likely to reenlist.

Further, Tables N1-N11 illustrate a summary analysis of variance by demographic variables (organizational identification, reenlistment category/gender, age, spouse work status, and fulfilled needs) for RQ7 which seems to indicate that there are significant differences between the groups with the exceptions of well-being by organization identification, reenlistment category/gender/age and current reenlistment commitment by age/education level/growth self-actualization needs.

Continuance Commitment and Reenlistment Bonus Decision

To test Becker (1960) and Powell and Meyer's (2004) side-bets theory in relation to continuance commitment and bonus incentives for a reenlistment commitment, the use of Meyer

and Allen's (1997) continuance scale was used. This scale measured the reenlistment commitments of soldiers deployed in Iraq, and tested other factors for relevancy of the results.

Research Question 8. The correlation between continuance commitment scale scores and reenlistment bonus scores of initial term and mid-career soldiers in Iraq indicated that Hypothesis 12 is significant. Also, the results indicated a large difference between the percentages of those who agree with continuance commitment and those who are likely influenced by a bonus in making the decision to stay or leave the Army. In contrast, the results indicated a large difference between the percentages of those who disagree with continuance commitment and those who are unlikely influenced by a bonus in making the decision to stay or leave the Army.

Further, Tables N1-N11 illustrate a summary analysis of variance by demographic variables (organizational identification, age, education level, and safety/security or physiological needs) for RQ8 which seems to indicate that there are significant differences between the groups with the exceptions of reenlistment bonus decision by organization identification/age, and continuance commitment by age.

Conclusion

Conclusions drawn from the literature and present study results seem to indicate that Army organizations must commit themselves to soldiers and families and adjust their personnel practices in accordance to the environment of the operation. The U.S. Army must continue to improve their endeavors to meet soldiers' and family members' basic human needs (specifically the rewards need) in order to be successful in its retention efforts during a hostile environment, or be prepared to face a retention shortfall. It is vital that the Army concentrate on factors other

than bonus incentives to achieve reenlistment commitment. This is evident by the results of this research and an email communication from the Retention Sergeant Major for the Headquarter Department of the Army Deputy Chief of Staff of Personnel at the Pentagon (Scott R. Kuhar, personal unclassified e-mail communication, August 4, 2006) to the U.S. Army Retention field. Kuhar explains that "the Army has spent 95% of its retention funds at a rate of $1.1M a day" and is projected to achieve its annual retention mission by the end of August 2006. Moreover, if the Army continues at this rate, it will overspend on retention bonuses by $30M additional funds; as a consequence, the Army will have to limit retention bonus incentives to those soldiers that meet certain prerequisites. The implication of bonus monies not being available for reenlistment incentives would slow down retention rates for soldiers deployed to Iraq that do not meet certain prerequisites for Fiscal Year 2006 and could cause these soldiers to wait until Fiscal Year 2007, when the new bonus monies become available, to make a reenlistment commitment.

The results of this study demonstrate a need to continue to explore other factors that may enhance and facilitate the retention of deployed soldiers in hostile environments, when bonus incentives are taken out of the equation, and lead to the following conclusions:

1. The significant moderate correlated results from of RQ1, RQ2, and RQ3 support the present study's argument that rewarding with monetary incentives in the form of a bonus for a new reenlistment commitment, regardless of lower level organizational commitment scores, are a factor to a favorable reenlistment commitment of stop loss/stop move soldiers deployed in Iraq (see Tables K1-K3 and Tables L1-L25).

2. This study finds that moderate significant correlation exists between bonus incentives (RQ8) and Meyer and Allen's continuance commitment when applying Becker (1960) and Powell and Meyer's (2004) side-bets theory. The results of RQ8 find that when soldiers are faced with the decision to forego a specified amount of bonus incentive, higher percentages in the lower level of continuance commitment scores is not a factor in favorable reenlistment commitment score (ranging from both positive current reenlistment commitment scale and intent to leave scale when bonus incentives are involved). In addition, the significant low correlations of both RQ5

(intent to leave in correlation with family decision to stay) and RQ6 (organization environment satisfaction in correlation with current reenlistment commitment) provide evidence that the Army must continue to improve relations with the soldiers and their family members and continue to create a learning environment where empowerment of its soldiers is priority.

3. The argument of Hesek and Totten (2002) that two or fewer deployments (six months or less) in non-hostile or hostile areas do not effect the soldier's reenlistment decision was validated by this study. In exploring RQ4, the results were not significant in proving that there were correlations between deployments with those respondents that had two or fewer deployments and current reenlistment commitments for soldiers on a one year deployment in Iraq, with at least four years or less of active service.

4. When considering the questions posed by RQ5, RQ6, and RQ7, intent to leave, current reenlistment commitment, family decision to stay, well-being, and organization environment satisfaction all were found to have little to no effect in the soldiers' reenlistment commitment. The results find that bonus incentives are a factor for those soldiers deployed to a hostile area, dismissing the argument made in Chapter 2 that sense of community and well-being are strong significant factors.

5. In contrast to correlation analyses results of the variables presently studied, an analyses of variance illustrated differences between organizations A1 through A8 demographic variables (see Tables N1-N2b and Tables N5-N9) in relation to the variables used in exploring RQ1-RQ3. Moreover, differences were found between organizational commitment, reenlistment categories/gender, spouse work status groups, and fulfilled needs, suggesting that organizational environments differ between organizations and that the organizations' leadership must play a vital role in creating organizational commitment among soldiers and their family members. Braham's (2005) discovery suggests that compensating and recognizing individuals' work might result in a favorable reenlistment decision. In contrast, this study's results conclude that when the bonus incentive is eliminated, the organization must concentrate on meeting soldiers' and family members' basic human needs by keeping their promises, allowing open communications, and providing opportunity for growth and professional development.

6. When exploring differences between groups of Organization A with regard to a family decision to stay based on fulfilled needs of safety/security or physiological and esteem needs significant differences were found. In addition, Organization A indicated significant differences when exploring the reenlistment bonus decision based on safety/security or physiological needs being met. When considering affective commitment related to safety/security or physiological, growth/self-actualization, and affiliation/belongingness significant differences were found (see Table N10), suggesting that further exploration of fulfilled needs might be necessary to explore how organizational commitment and reenlistment commitment correlate

with bonus incentives. According to Braham (2005), the need to feel a sense of worth is supported by this study which determined that the organizations' leaders must commit themselves to recognizing and rewarding the soldiers by valuing and respecting their efforts in the organization.

Limitations and Recommendations for Future Studies

Limitations

The limitations of this study are the selection of the population that resulted in the exclusion of career category soldiers which would have identified how tenure and age factor into Meyer and Allen's (1997) continuance commitment and Becker (1960) and Powell and Meyer's (2004) side-bets theory measures. Second, time was a vital factor in conducting a longitudinal study in that I was on a one year tour in Iraq. The longitudinal study might have yielded additional, valuable data on how organizational commitment develops from period one (first day of arrival) to period two (30 days prior to departure from Iraq back to their home stations).

The expansion of this study to other military organizations (i.e., Navy, Air Force, Marines) could yield different results due to a difference in operational environments and/or shorter deployments (of less than one year). These results could assist the military in exploring other ways it can improve retention of its personnel and do so with lower bonus incentives. This would free up additional monies that could be used to purchase other needed resources and continue to improve the quality of life of soldiers and family members.

Recommendations

A future direction of this study could concentrate on expanding this study by conducting a longitudinal, correlation, random stratified study consisting of three periods using an enlisted Army population of a Life Cycle Unit (see definition of terms in Chapter 1) that is resetting and

that would deploy to a hostile or nonhostile area during the last year of their life cycle period for one year. The use of this type of Army organization would allow for the capture of three studies conducted on the same selected population and measure organizational commitment in three phases; assuming that there would be a reenlistment incentive available for a reenlistment commitment during the units deployment phase. First, administer the survey at the end of the first year of the life cycle unit activation. This will be period one where the researcher will measure how affective, continuance, and normative commitment measures during the population's first year together. It is vital that the researcher provide the organization leadership with the results in order to effect change (manipulate the data) for measurement during the second phase of data collection. Second, conduct another survey during the end of the second year to explore any changes in the results and provide the results to the organization's leadership. Finally, the third and final phase of this study should be administered 30 days prior to the unit returning back to the home station during the third year before their life cycle ending date, to see if any changes occur during all three phases of the study. This type of study, using Meyer and Allen's (1997) seven item organizational commitment instrument, might allow for a generalized and significant understanding on identifying behaviors and attitudes that shape a soldiers decision to commit to or to leave the Army.

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APPENDIX A

License to Use Survey Instrument

Flintbox - License Agreement for Student License for Use of the Survey in a Single Student Research Project (Academic Users Guide - Dec 2004.pdf)

From: support@flintbox.com [SMTP:support@flintbox.com]
To: louis.lopez@us.army.mil
Cc:

Subject: Flintbox - License Agreement for Student License for Use of the Survey in a Single Student Research Project (Academic Users Guide - Dec 2004.pdf)

Sent: 9/21/2005 7:03 PM
Importance: Normal
Licensee: Louis Lopez Jr.
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HQ V Corps, CMR 420 Box 1275
APO, AE 09063
United States of America
011-49-6224-926544
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Date: 21 September 2005 10:03 PST

TCM Employee Commitment License - Student Use

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As posted on November 19, 2004:

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DEFINITIONS

In this agreement, the following words, when capitalized, have the indicated meanings:

"Inventors" indicate the authors, Dr. John Meyer and Dr. Natalie Allen, in the faculty of Social Science at UWO.

"Questionnaire" indicates the TCM Employee Commitment Survey, Academic Version 2004 developed by the Inventors. The Questionnaire includes the Users Guide and the Organizational Commitment Survey which is available in two versions; the "Original" which contains 24 questions and the "Revised" which contains 18 questions. The license granted under this agreement includes both versions of the survey and the Users Guide and can be downloaded from this website as a single PDF file.

"Student" indicates a person registered and enrolled in a course of study, either part-time or full-time, at an academic institution.

"Student Research Project" indicates the administration of the Questionnaire to a person(s) or an organization by a Student for the purpose of a single academic research study and fulfillment of course requirements whereby no consideration of any kind, payment or otherwise, is received from the participants, or any affiliates of the participants, for the results from administering the Questionnaire.

1. LICENSE TO USE: UWO hereby grants to YOU a personal, non-exclusive, revocable, non-transferable, limited license to use the Questionnaire in a single Student Research Project. Any use of the Questionnaire for consulting or other commercial purposes is strictly prohibited.

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(a) YOU agree (at the request of UWO or the Inventors) to provide UWO by facsimile with a photocopy of your student identification card in order to verify your status as a Student at the time this license was granted;

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(i) YOU consent to the use of the English language in this Agreement.

If you have any questions or comments, please contact us.

Sincerely,

Flintbox Customer Support
Email: support@flintbox.com
Phone: 604.678.9981
Website: www.flintbox.com

APPENDIX B

Organizational Commitment Questionnaire

What is your reenlistment category? Note: If currently reenlisted please provide the category you held previously.

64.0% Initial Term (Never Reenlisted) Male (49.0%) + Female (14.0%) = 64.0%

36.0% Mid-Career (Reenlisted at least once and have 10 years or less of active Federal service) Male (30.0%) + Female (6.0%) = 36.0%

0.0% Careerist (Reenlisted at least twice and have 10 years or more of active Federal service)

Organization A breakdown: A1 = 9.0%; A2 = 17.0%; A3 = 16.0%; = A4 = 11.0%; A5 = 17.0%; A6 = 4.0%; A7 = 2.0; A8 = 24.0%

Instructions:
Listed below is a series of statements that represent feelings and career intentions that individuals might have about the company or organization for which they work. With respect to your own feelings about the Army, please indicate the degree of your agreement or disagreement with each statement by marking an X or checkmark in the appropriate responses for each question. Answering all the questions will assist in a complete assessment to Army leaders to enable the improvements of its human resources processes.

Section 1 of 3 Code #:	strongly disagree 1	disagree 2	slightly disagree 3	undecided 4	slightly agree 5	agree 6	strongly agree 7
1. I would be very happy to spend the rest of my career with the Army.	29.0%	13.0%	7.0%	26.0%	9.0%	10.0%	6.0%
2. I really feel as if the Army's problems are my own.	20.0%	20.0%	13.0%	20.0%	13.0%	11.0%	3.0%
3. I do not feel a strong sense of "belonging" to the Army. (R)	10.0% R = 10.0%	15.0% R = 21.0%	13.0% R = 17.0%	13.0%	17.0% R = 13.0%	21.0% R = 15.0%	10.0% R = 10.0%
4. I do not feel "emotionally attached" to the Army. (R)	17.0% R = 7.0%	19.0% R = 20.0%	13.0% R = 12.0%	11.0%	12.0% R = 13.0%	20.0% R = 19.0%	7.0% R = 17.0%
5. I do not feel like "part of the Army family" at my organization. (R)	12.0% R = 9.0%	12.0% R = 25.0%	12.0% R = 14.0%	16.0%	14.0% R = 12.0%	25.0% R = 12.0%	9.0% R = 12.0%

6. The Army has a great deal of personal meaning for me.	11.0%	11.0%	10.0%	14.0%	19.0%	24.0%	11.0%
Total Affective Commitment	16.0% R = 15.0%	15.0% R = 19.0%	11.0% R = 12.0%	16.0%	14.0% R = 13.0%	18.0% R = 15.0%	8.0% R = 10.0%
	strongly disagree 1	disagree 2	slightly disagree 3	undecided 4	slightly agree 5	agree 6	strongly agree 7
7. Right now, staying with the Army is a matter of necessity as much as desire.	28.0%	18.0%	7.0%	13.0/%	15.0%	13.0%	6.0%
8. It would be very hard for me to leave the Army right now, even if I wanted to.	40.0%	17.0%	9.0%	8.0%	10.0%	1.0%	6.0%
9. Too much of my life would be disrupted if I decided I wanted to leave the Army.	36.0%	26.0%	9.0%	8.0%	12.0%	6.0%	3.0%
10. I feel that I have too few options to consider leaving the Army.	36.0%	29.0%	11.0%	10.0%	7.0%	4.0%	3.0%
11. If I had not already put so much of myself into the Army, I might consider working elsewhere.	28.0%	27.0%	9.0%	17.0%	9.0%	5.0%	5.0%
12. One of the few negative consequences of leaving the Army would be the scarcity of available alternatives.	29.0%	28.0%	10.0%	9.0%	13.0%	9.0%	2.0%
Total Continuance Commitment	16.0%	15.0%	11.0%	16.0%	14.0%	18.0%	8.0%
13. I do not feel any obligation to remain with the Army. (R)	23.0% R = 5.0%	23.0% R = 13.0%	10.0% R = 12.0%	14.0%	12.0% R = 10.0%	13.0% R = 23.0%	5.0% R = 23.0%
14. Even if it were to my advantage, I do not feel it would be right to leave the Army now.	31.0%	22.0%	10.0%	13.0%	8.0%	12.0%	4.0%

15. I would feel guilty if I left the Army now.	42.0%	26.0%	9.0%	9.0%	6.0%	5.0%	3.0%
16. The Army deserves my loyalty.	15.0%	9.0%	4.0%	16.0%	15.0%	26.0%	15.0%
17. I would not leave the Army right now because I have a sense of obligation to the soldiers in it.	20.0%	14.0%	12.0%	16.0%	17.0%	15.0%	6.0%
18. I owe a great deal to the Army.	19.0%	17.0%	9.0%	11.0%	20.0%	14.0%	9.0%
Total Normative Commitment	25.0% R = 22.0%	19.0% R = 17.0%	9.0% R = 9.0%	13.0%	13.0% R = 13.0%	14.0% R = 16.0%	7.0% R = 10.0%

Note. (R) indicates a reverse-keyed item.

Intent to Leave Scale

Instructions:
Listed below is a series of questions that assess your career intentions in the Army. Please indicate the degree of your agreement or disagreement with each question by marking an X or checkmark in the appropriate responses for each question.

(Section 2 of 3)	very unlikely 1	unlikely 2	slightly unlikely 3	undecided 4	slightly likely 5	likely 6	very likely 7
19. How likely is it that you will remain in the Army after your current commitment?	31.0%	6.0%	4.0%	24.0%	12.0%	10.0%	13.0%
20. I often think of leaving the Army. (R)	36.0% R = 6.0%	16.0% R = 9.0%	15.0% R = 8.0%	10.0%	8.0% R = 15.0%	9.0% R = 16.0%	6.0% R = 36.0%
21. I will probably start looking for new career opportunities. (R)	40.0% R = 10.0%	12.0% R = 12.0%	5.0% R = 12.0%	9.0%	12.0% R = 5.0%	12.0% R = 12.0%	10.0% R = 40.0%
Total Intent to Leave	36.0% R = 16.0%	11.0% R = 9.0%	8.0% R = 8.0%	14.0%	11.0% R = 11.0%	10.0% R = 12.0%	10.0% R = 30.0%

Note. (R) indicates a reverse-keyed item.

Demographic and Background Informational Questionnaire
(Section 3 of 3)

Instructions:
The information requested is this questionnaire is vital for analyzing the data. Please answer all questions by filling in, placing an X or check mark, or by placing a circle in the appropriate answer. All your responses will remain anonymous.

22. What is your age? 18-20 = 10.0%; 21-25 = 51.0%; 26-30 = 28.0%; 31-35 = 8.0%; 36+ = 3.0%

23. What is your gender?

(a) Male 80.0% (b) Female 20.0%

24. What is your pay grade? E1-E4 = 58.0%; E5-E6 = 40.0%; E7-E8 = 2.0%

25. What is your marital status?

(a) Single 58.0% (b) Married 42.0% (IF NOT MARRIED SKIP TO QUESTION 31)

26. What is your spouse work status (IF NOT MARRIED SKIP TO QUESTION 32)?

(a) Employed Full-Time = 16.0% (b) Employed Part-Time = 8.0% (c) No Employment = 17.0%

Note: Not Married = 58.0%

27. What is your spouse school status?

(a) Full-Time Student = 4.0% (b) Part-Time Student = 10.0% (c) Not Attending School = 27.0%

(d) Other (What type of college degree completed): 6.0% Degrees Completed

Army Well-Being Scale

Instructions: (IF NOT MARRIED SKIP TO QUESTION 32)

Listed below is a series of questions that assess your feelings of the unit rear operations and support programs for you and your family members. Please indicate the degree of your unit's ineffectiveness/ effectiveness or unsatisfaction/satisfaction by marking an X or checkmark in the appropriate responses for each question.

	very ineffective 1	ineffective 2	slightly ineffective 3	undecided 4	slightly effective 5	effective 6	very effective 7
28. How effective is your Unit Rear Detachment operations?	5.0%	5.0%	2.0%	17.0%	4.0%	7.0%	2.0%
29. How effective is your Unit Family Readiness Group support?	3.0%	4.0%	2.0%	15.0%	6.0%	9.0%	3.0%
	Very unsatisfied 1	unsatisfied 2	slightly unsatisfied 3	undecided 4	slightly satisfy 5	satisfy 6	very satisfy 7
30. How satisfied are you and your family with your Unit Support Programs?	4.0%	4.0%	3.0%	14.0%	6.0%	9.0%	2.0%
31. How satisfied are you and your family with your community in the rear?	3.0%	5.0%	3.0%	14.0%	6.0%	9.0%	2.0%
Total Well-Being	4.0%	4.0%	3.0%	15.0%	6.0%	8.0%	2.0%

Note: Not Married = 58.0%

32. What is the highest level of education you have completed (MARK ONE)?

0.0% Some High School or less, but no diploma, certificate, or GED
40.0% High School diploma or GED
1.0% High School diploma or GED with less than 1 year of college
31.0% From 1 to 2 years of college, but no degree
8.0% From 2 to 3 years of college, but no degree
3.0% From 3 to 4 years of college, but no degree
3.0% Associates degree with 2 years of college
1.0% Associates degree with 3 or less years of college
2.0% Associates degree with 3 to 4 years of college
9.0% Bachelors degree
1.0% A year or more graduate credit, but no graduate degree
1.0% Masters degree
0.0% A year or more doctorate credit, but no doctorate degree
0.0% Doctorate degree
0.0% Professional degree, such as PhD, MD, DDS, or JD
Other (Please describe): _____

33. What is your ethnic background (MARK ONE)?

(a) White = 53.0% (b) African American = 20.0% (c) Hispanic/Latino = 16.0%

(d) American Indian = 1.0% (e) Pacific Islander = 2.0% (f) Asian = 2.0% Other = 6.0%

	Very unlikely 1	Unlikely reenlist 2	undecided 3	Likely reenlist 4	Reenlisted 5
34. What is your current reenlistment plan in Iraq?	40.0%	0.0%	24.0%	12.0%	24.0%

	Very unlikely 1	unlikely 2	slightly unlikely 3	undecided 4	slightly likely 5	likely 6	very likely 7
35. How likely is it that a Reenlistment Bonus influences (if not currently reenlisted) or influenced (if currently reenlisted) your decision to stay or exit the Army?	32.0%	10.0%	3.0%	14.0%	14.0%	11.0%	16.0%

36. Please indicate the number of times of each type of deployment(s) you have participated in to include the current one (INDICATE BY PLACING THE NUMBER OF TIMES FOR ALL THAT APPLY).

_____ Peace Keeping (e.g., Bosnia, Korea, Kosovo, etc.)

_____ Contingency Operations (e.g., Operation Iraqi Freedom, Kuwait, Afghanistan, etc.)

_____ Initial Phases of war (e.g., Iraq, Kuwait, Panama, Afghanistan, etc.)

_____ Humanitarian

Other (Please describe) _____

Total Number of Deployments: 1 = 51.0%; 2 = 32.0%; 3 = 12.0%; 4 = 3.0%; 5 = 1.0%; 6 = 1.0%; and 7 = 1.0%

37. Which needs have you fulfilled in the Army (MARK ALL THAT APPLIES)?

60.0% Safety/Security or Physiological (job continuity and feel safe physically in the work environment; adequate wages, medical, and retirement benefits package)

42.0% Affiliation/Belongingness (accepted as part of a team, family, and community)

59.0% Growth/Self-actualization (empowerment to do ones job and opportunity to grow)

33.0% Work/Life Harmony (balance by achieving a sense of fulfillment in balancing work and life responsibilities)

54.0% Esteem (feel sense of accomplishment)

29.0% Rewards

13.0% No needs met

2.0% Undecided

Organization Environment Satisfaction Scale

	very unsatisfied 1	unsatisfied 2	slightly unsatisfied 3	undecided 4	slightly satisfy 5	satisfy 6	very satisfy 7
38. How satisfied are you with work itself and challenges?	12.0%	12.0%	11.0%	12.0%	22.0%	24.0%	7.0%
39. How satisfied are you with career growth, development, and learning opportunities?	11.0%	14.0%	11.0%	15.0%	23.0%	20.0%	6.0%
40. How satisfied are you with working with "great" people?	13.0%	13.0%	6.0%	18.0%	16.0%	23.0%	11.0%
41. How satisfied are you with fair pay and benefits?	18.0%	10.0%	12.0%	16.0%	15.0%	22.0%	7.0%
42. How satisfied are you with promotion opportunities?	11.0%	9.0%	10.0%	11.0%	26.0%	25.0%	8.0%
Total OES Scale	13.0%	12.0%	10.0%	14.0%	20.0%	23.0%	8.0%

This question is for both single and married Soldiers.	Very unlikely 1	unlikely 2	slightly unlikely 3	undecided 4	slightly likely 5	likely 6	very likely 7
43. How likely is it that your family influences your decision to stay or exit the Army?	17.0%	8.0%	3.0%	8.0%	11.0%	16.0%	37.0%

END OF SURVEY
THANK YOU FOR COMPLETING THIS QUESTIONNAIRE

APPENDIX C

Email Approval from Organizational Official to Administer Survey

From:	Xxxxxx, Xxxx XXX Organization A
Sent:	Monday, December 05, 2005 2:46 PM
To:	Lopez, Louis Jr. SGM Organization A, Retention
Subject:	RE: Request for Permission to Conduct a Survey

OK.

-----Original Message-----

From:	Lopez, Louis Jr. SGM Organization A, Retention
Sent:	Monday, December 05, 2005 1:34 PM
To:	Xxxxxx, Xxxx XXX Organization A
Subject:	Request for Permission to Conduct a Survey

Sir, request your permission to conduct a survey (see attached survey) of Organization A Soldiers. I am a doctoral student at Capella University in Minnesota. The purpose of this survey study will be to examine the correlation between organizational commitment and retention of initial term and mid-career soldiers who are deployed to Iraq who are eligible to reenlist. The secondary purpose of the study will be to enable the researcher to understand and identify factors affecting organizational commitment that would support and enhance retention in any organization. Sir, at your discretion, I will mail, distribute through retention personnel, or email the survey to the reenlistment eligible sample population (initial and mid-career Soldiers).

Sir, these surveys will take less than 15 minutes to complete, are anonymous and voluntary. The organizations and participants' name will not be disclosed in the results. The results will be shared with the organizations' respective leadership and will be part of my dissertation. Thank you in advance for your support.

Sincerely,

Louis Lopez, Jr.
Doctoral Candidate
Capella University

<< File: Survey Intrument.doc >>

SGM Lopez, Louis Jr.
Organization A Retention
Leadership=Retention

APPENDIX D

Participant Cover/Consent Letter

TO: Survey Participants

FROM: SGM Louis Lopez, Jr.
[redacted]

Subject: Request Survey Participation and Consent Form

Fellow [redacted] Soldiers, I am the [redacted] US Army Command Career Counselor here in Iraq and a doctoral student at Capella University conducting this research study. I am researching organizational commitment as it relates to retention of initial and mid-career soldiers in Iraq who are eligible to reenlist. The survey will enable the researcher to understand and identify factors affecting organizational commitment as it relates to soldier and family support systems that would enhance retention in any organization and ultimately benefit you the soldier and your family members.

Your participation which involves answering the attached questionnaire will allow you to have a voice in contributing to the scientific research of organizational commitment by identifying factors relevant to organizational commitment as it relates to retention in the military. Participation is voluntary, confidential, and in no way have an impact on your job; no one will have access to the data collected. The data collected will only be available to the researcher, maintained on a password-protected computer database, and the results reported as a group and not individually. The questionnaire is numbered with a code number only to track responses for data processing purposes and your answers will not be tracked to back to you as an individual. Please do not write your name on the questionnaire and I would ask for you to return the questionnaire to your servicing Career Counselor, Reenlistment NCO or email to [redacted] within three weeks of receipt.

This study has been reviewed and received clearance by Organization A and Institutional Review Board (IRB) at Capella University. If you have any questions about this study, or have any concerns about participation, please feel free to contact Capella University at 1-888-227-3552 or directly at 1-612-659-5259. You may also feel free to contact me at [redacted] (Iraq) or via email at [redacted]. I hope you will take time to complete and return the questionnaire that will take approximately less than 15 minutes to complete. Your time, effort, and cooperation in completing the questionnaire are personally appreciated.

RETURN OF THE COMPLETED QUESTIONNAIRE CONTITUTES AGREEMENT TO PARTICIPATE IN THIS RESEARCH STUDY

Sincerely,

Louis Lopez, Jr.
SGM, USA and Ph.D. Candidate

APPENDIX E

Choice of Sample Size for each Stratum

The table below will be used to select a proportional allocation of the sample in each stratum taken in proportion to the size of the stratum of Organization A and its subordinates A1-A8.

Organization A and Subordinate Units Population and Sample Strata Breakdown									
	Subordinate Units								
	A1 ENG	A2 MI	A3 SIG	A4 MED	A5 CC	A6 STB	A7 VCA	A8 72S	
Type of Strata	Population "N" and "n"								Org A Total
	N - n	N - n	N - n	N - n	N - n	N - n	N - n	N - n	N - n
initial term, male	199 - 25	190 - 24	227 - 29	193 - 24	410 - 52	44 - 6	31 - 4	97 - 13	1391 - 177
initial term, female	21- 3	73 - 10	52 - 7	85 - 10	137 - 17	21 - 1	3 - 0	20 - 4	412 - 52
Total Initial Term	220 - 28	263 - 34	279 - 36	278 - 34	547 - 69	65 - 7	34 - 4	107 - 17	1803 - 229
mid-career, male	82 - 10	104 - 14	119 - 16	90 - 11	216 - 27	24 - 3	18 - 2	24 - 3	677 - 86
mid-career, female	7 - 1	26 - 3	6 - 1	41 - 5	71 - 9	13 - 2	3 - 0	2 - 0	169 - 21
Total Mid-Career	89 - 11	130 - 17	125 - 17	131 - 16	287 - 38	37 - 5	21 - 2	26 - 3	846 - 107
Total Male (Initial & Mid)	281- 35	294 - 38	346 - 45	283 - 35	616 - 79	66 - 9	49 - 6	121 - 16	2068 - 263
Total Female (Initial & Mid)	28 - 4	99 - 13	58 - 8	126 - 15	208 - 26	34 - 3	6 - 0	22 - 4	581 - 73
Total Initial/ Mid-Career	309 - 39	293 - 51	404 - 53	409 - 50	834 - 105	102 - 12	55 - 6	143 - 20	2649 - 336

Note: Some of the numbers were rounded up or down to account for a balance in the selection of the sample size. The error tolerance rate was set at 5% and a confidence level rate of 95%

requiring at least 336 respondents yielding a power effect of at least 80%. The study yielded 467 with an accurate survey result error level rate of 4.1% at 95% confidence level.

Organization A: Stratified Sampling Population Breakdown for A1-A8

Initial Term Male													
Org	total by Org		Org A total "N"		% in each group		total "n" estimated respondents required	total "n" strata group estimated respondents required		total "n" estimated response rate %	total surveys needed to achieve at least 336 returns	total good surveys received	total bad surveys deleted
A1/EN	199				7.5			25			168	26	
A2/MI	190				7.0			25			167	46	1
A3/SIG	236				9.0			30			200	35	1
A4/MD	193				7.0			24			160	26	2
A5/CC	256	÷	2649	=	10.0	x	336 =	32	÷	15 =	213	32	
A6/STB	44				1.6			6			40	6	
A7/VA	31				1.0			4			27	4	
A8/72S	242				9.1			31			206	55	7
Total	1391				52.2			177			1181	230	11
Mid-Career Male													
Org	total by Org		Org A total "N"		% in each group		total "n" estimated respondents required	total "n" strata group estimated respondents required		total "n" estimated response rate %	total surveys needed to achieve at least 336 returns	total good surveys received	total bad surveys deleted
A1/EN	82				3.1			10			67	10	
A2/MI	104				4			14			93	19	1
A3/SIG	119				4.5			16			107	24	1
A4/MD	90				3.3			11		15 =	73	11	3
A5/CC	193	÷	2649	=	7.2	x	336 =	24	÷		160	24	2
A6/STB	24				.9			3			20	8	1
A7/VA	18				.7			2			13	5	
A8/72S	24				1.7			6			40	41	
Total	677				25.4			86			573	142	8

Initial Term Female													
Org	total by Org		Org A total "N"		% in each group		total "n" estimated respondents required	total "n" strata group estimated respondents required		total "n" estimated response rate %	total surveys needed to achieve at least 336 returns	total good surveys received	total bad surveys deleted
A1/EN	21				1			3			20	3	
A2/MI	73				3			10			67	11	
A3/SIG	52				2			7			47	14	
A4/MD	93				3			10			67	11	2
A5/CC	90	÷	2649	=	3.4	x	336 =	11	÷	15 =	73	12	
A6/STB	13				.49			1			6	4	
A7/VA	3				.11			0			0	0	
A8/72S	67				3.0			10			66	12	
Total	412				15.5			52			346	67	2
Mid-Career Female													
Org	total by Org		Org A total "N"		% in each group		total "n" estimated respondents required	total "n" strata group estimated respondents required		total "n" estimated response rate %	total surveys needed to achieve at least 336 returns	total good surveys received	total bad surveys deleted
A1/EN	7				.2			1			76	1	
A2/MI	26				.9			3			20	4	
A3/SIG	6				.2			1			7	3	
A4/MD	41				1.54			5			33	4	
A5/CC	71				26.8			9			60	10	
A6/STB	13	÷	2649	=	.49	x	336 =	2	÷	15 =	13	3	
A7/VA	3				.11			0			0	1	
A8/72S	2				.075			0			0	2	
Total	169				6.3			21			140	28	
Grand Total	2649				100			336			2240	467	20

APPENDIX F

CAPELLA UNIVERSITY
Institutional Review Board
225 South 6th Street, 9th Floor
Minneapolis, Minnesota 55402

Institutional Review Board Application

Name: Louis Lopez, Jr.
Date: December 30, 2005
Address: [redacted]

Phone (Work) [redacted] (Home) [redacted]
Email Address: [redacted]
Field of Study: Organization and Management
Degree Program: Ph.D.

Supervisor Name: Dr. Janice Spangenburg
Supervisor Title: Mentor
Address:

Phone (Work) (Home) [redacted]
Email Address: [redacted]
Provost: NA

Completion Date of Online IRB Training: October 18, 2005

1. Project Title: RETENTION COMMITMENT OF U.S. ARMY INITIAL TERM AND MID-CAREER SOLDIERS IN IRAQ: A COMPARISON OF MEYER AND ALLEN'S THREE COMPONENT MODEL OF ORGANIZATIONAL COMMITMENT

2. Inclusive dates of project: 1 January 2006 through 1 October 2006 (estimated)

3. Abstract

This research study is intended to focus on discovering what drives soldiers to a retention commitment under an environment of war. Furthermore, to help understand the complexity of deployment in relation to retention, this research study will attempt to correlate a relationship between organizational commitment, initial term and mid-career soldiers' decision to stay with the organization during a deployment in Iraq. In addition, the research study will look at other

factors that might influence the retention of deployed soldiers in Iraq. The purpose of this study is exploratory in nature that will use an empirical research method using survey methodology as a best alternative to study possible relationships or correlates to organizational commitment and retention of initial term and mid-career soldiers deployed in Iraq. This study will use survey methodology (questionnaire) as a best alternative to study possible correlates to organizational commitment and retention of initial term and mid-career soldiers deployed in Iraq. This would allow the researcher to verify if any correlation or relation exist between the variables that could be used to build theory and frame future experimental study. This study will use the following proposed research questions, null hypotheses, nondirectional hypotheses to study if any relationships (i.e., correlation) exist of the variables studied:

Research Question 1

What is the correlation between organizational commitment studied by its item scale scores (i.e., affective, continuance, and normative commitment) and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq?

Research Question 2

What is the correlation between the organizational commitment studied by its item scale scores (i.e., affective, continuance, and normative commitment) and the intent to leave scale scores of initial term and mid-career soldiers in Iraq?

Research Question 3

What is the correlation between intent to leave scale scores and reenlistment bonus scores of initial term and mid-career soldiers in Iraq?

Research Question 4

What is the correlation between number of deployment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq?

Research Question 5

What is the correlation between the intent to leave scale scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq?

Research Question 6

What is the correlation between organization environment satisfaction scale scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq?

Research Question 7

What is the correlation between the well-being scale scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq?

Research Question 8

What is the correlation between continuance commitment scale scores and reenlistment bonus scores of initial term and mid-career soldiers in Iraq?

Hypothesis 1 through hypothesis 3 was studied to answer research question 1.

H1o: There will be a not significant correlation between affective commitment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

H1a: There will be a significant correlation between affective commitment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

H2o: There will be a not significant correlation between continuance commitment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

H2a: There will be a significant correlation between continuance commitment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

H3o: There will be a not significant correlation between normative commitment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

H3a: There will be a significant correlation between normative commitment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

Hypothesis 4 through 6

Hypothesis 4 through hypothesis 6 was studied to answer research question 2.

H4o: There will be a not significant correlation between affective commitment scores and intent to leave scale scores of initial term and mid-career soldiers in Iraq.

H4a: There is a significant correlation between affective commitment scores and intent to leave scale scores of initial term and mid-career soldiers in Iraq.

H5o: There will be a not significant correlation between continuance commitment scores and intent to leave scale scores of initial term and mid-career soldiers in Iraq.

H5a: There is a significant correlation between continuance commitment scores and intent to leave scale scores of initial term and mid-career soldiers in Iraq.

H6o: There will be a not significant correlation between normative commitment scores and intent to leave scale scores of initial term and mid-career soldiers in Iraq.

H6a: There is a significant correlation between normative commitment scores and intent to leave scale scores of initial term and mid-career soldiers in Iraq.

Hypothesis 7

Hypothesis 7 was studied to answer research question 3.

H7o: There will be a not significant correlation between intent to leave scale scores and reenlistment bonus scores of initial term and mid-career soldiers in Iraq.

H7a: There will be a significant correlation between intent to leave scale scores and reenlistment bonus scores of initial term and mid-career soldiers in Iraq.

Hypothesis 8

Hypothesis 8 was studied to answer research question 4.

H8o: There will be a not significant correlation between number of deployment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

H8a: There will be a significant correlation between number of deployment scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

Hypothesis 9

Hypothesis 9 was studied to answer research question 5.

H9o: There will be a not significant correlation between the intent to leave scale scores and family decision to stay scores of initial term and mid-career soldiers in Iraq.

H9a: There will be a significant correlation between the intent to leave scale scores and family decision to stay scores of initial term and mid-career soldiers in Iraq.

Hypothesis 10

Hypothesis 10 was studied to answer research question 6.

H10o: There will be a not significant correlation between organization environment satisfaction scale scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

H10a: There will be a significant correlation between organization environment satisfaction scale scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

Hypothesis 11

Hypothesis 11 was studied to answer research question 7.

H11o: There will be a not significant correlation between well-being scale scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

H11a: There will be a significant correlation between well-being scale scores and current reenlistment commitment scores of initial term and mid-career soldiers in Iraq.

Hypothesis 12

Hypothesis 12 was studied to answer research question 8.

H12o: There will be a not significant correlation between continuance commitment scale scores and reenlistment bonus scores of initial term and mid-career soldiers in Iraq.

H12a: There will be a significant correlation between continuance commitment scale scores and reenlistment bonus scores of initial term and mid-career soldiers in Iraq.

The sample population frame for this study is comprised of active Army initial term and mid-career reenlistment eligible soldiers deployed to Iraq from fiscal year 2005 through fiscal year 2006 assigned to organization A. Approval to conduct the survey was secured by the Organization's Army officials (Organization A). The sample population will be asked to complete a questionnaire and return within three weeks and once completed return it back through either e-mail or sent via internal office mail to regionally located Career Counselors or Reenlistment NCOs throughout Iraq to the researcher. A reminder will be forwarded after two weeks. The total time for completion of the questionnaire is estimated to take no more than 15 minutes, is voluntary, and confidential.

4. Participant Final Sample to be selected:

a. Number: Male __263 out of 2068__ Female __73 out of 581___ Total __336 out of 2649

b. Age Range: _18__ to _45__

c. Location of Participants: (Check all that apply)

____ business

____ elementary / secondary school

____ outpatient

____ hospital / clinic

____ university / college

__x_ other special institution / agency: specify _Survey will be conducted in an Army organization located in Iraq.

d. Special Characteristics: (Check all that apply)

_x_ adults with no special characteristics

_x_ Capella University learner, faculty, and/or staff

___inpatients

___outpatients

___prisoners

___students

___other special characteristics: specify

If research is conducted through organizations or agencies, written documentation of approval/cooperation from each agency (e.g., business, school, hospital, clinic) must accompany this application.

(SEE ATTACHMENT 1)

e. Recruitment of Participants/Subjects:

This requirement is not applicable to this situation.

f . Approval for Use of Records:

Recruitment of population sample will not be obtained from records.

g. Initial Contact with Participants/Subjects:

The invitation to participate in the quantitative survey will be made by a personal letter (see Attachment 2).

h. Inducements or Rewards to Participants/Subjects:

Not applicable. Participants will not be offered any monetary incentive for participation in the study. However, they will be offered electronic copies of the final dissertation report upon request, which will include the study's findings.

i. Activity for Control Group:

Not Applicable.

5. Confidentiality of Data:

a.. Describe what provisions will be made to establish and maintain confidentiality of data and who will have access to data. If anonymous surveys are distributed, provide all the information that would have been given in an informed consent form as a cover to the survey.

(SEE ATTACHMENT 2 FOR COVER LETTER AND CONSENT FOR SURVEY PARTICIPATION)

The data collected will only be available to the researcher and the results reported as a group and not individually. The questionnaire will be identified with a code number only to track responses for data processing purposes and not to be used to track individual responses. Participants will not be asked to write their names on the surveys and the cover letter will have a statement that completing survey and returning it for constitute consent for participation of conduct of survey.

b. Where will the data be stored and for how long?

At the conclusion of the dissertation process, all notes (handwritten, computer, and printed) will be stored in a locked file and in a password-protected computer database only accessible by the researcher. They will be shredded and destroyed seven years after the publication of the dissertation. The Capella mentor and a secondary professional reviewer who have knowledge and access to the data during the dissertation process will be required to destroy any notes that they may have made derived from their involvement in the dissertation process.

Signature of Researcher

As a Researcher (e.g., Learner, Faculty Employee, Consultant, Directed Employee/Agent, Independent Contractor, Adjunct Faculty) you certify that:

- The information provided in this application form is correct and complete.
- You will seek and obtain prior written approval from the Committee for any substantive modification in the proposal.
- You will report promptly to your Supervisor any unexpected or otherwise significant adverse events in the course of this study.
- You will report to the Supervisor and to the participants/subjects, in writing, any significant new findings which develop during the course of this study which may affect the risks and benefits to participation in this study.

- You will not begin the research until final written approval is granted.
- You understand that this research, once approved, is subject to continuing review and approval by your Supervisor. You will maintain records of this research according to Supervisor guidelines. Substantive change requires submitting an addendum to a previously approved application. An addendum is a totally new application form with attachments. The cover letter with the addendum describes the changes that were made from the originally approved application.

If these conditions are not met, approval of this research could be suspended.

Signature of the Researcher:

_____ Date_____

Signature of Supervisor

As a Supervisor (e.g., Mentor, Instructor, Practicum Supervisor, Internship Supervisor, Staff Supervisor) you certify that:

- The information provided in this application form is correct and complete.
- You will review and provide prior written approval to your Supervisee for any substantive modification in the proposal. You will inform the committee members appointed to oversee the research and its results.
- You will receive reports from your Supervisee about any unexpected or otherwise significant adverse events in the course of this study. You will inform the committee members appointed to oversee the research and its results.
- You will review research records maintained by your Supervisee until the final written document is produced and approved by you and the oversight committee.
- You will inform the oversight committee about the progress of your Supervisee from the time of developing research questions, through the proposal, IRB application, collection of data, writing results, and completing the documentation of the research.
- You will contact the Lead Subject Matter Expert (e.g., Chair of the Specialization, Faculty Director) if additional review is needed.
- You will make sure that this application has been completed by your Supervisee including all accompanying attachments before signing your name for approval.
- You assume responsibility for ensuring that the research complies with University regulations regarding the use of human participants/subjects in research.

If these conditions are not met, approval of this research could be suspended.

Signature of the Supervisor:

Name _____ Date_____

Title _____

Signature of Provost or Designee
As Provost, or designee, I acknowledge that this research is in keeping with the standards set by the university and assure that the researcher has met all requirements for review and approval of this research.

Signature of Provost or Designee

Name _____ Date_____

_____

Attachment 1 of 2

Organizational Approval to Conduct Survey

Email Approval from Organizational Official to Administer Survey

From:	Xxxxxx, Xxxx XXX Organization A
Sent:	Monday, December 05, 2005 2:46 PM
To:	Lopez, Louis Jr. SGM Organization A, Retention
Subject:	RE: Request for Permission to Conduct a Survey

OK.

-----Original Message-----

From:	Lopez, Louis Jr. SGM Organization A, Retention
Sent:	Monday, December 05, 2005 1:34 PM
To:	Xxxxxx, Xxxx XXX Organization A
Subject:	Request for Permission to Conduct a Survey

Sir, request your permission to conduct a survey (see attached survey) of Organization A Soldiers. I am a doctoral student at Capella University in Minnesota. The purpose of this survey study will be to examine the correlation between organizational commitment and retention of initial term and mid-career soldiers who are deployed to Iraq who are eligible to reenlist. The secondary purpose of the study will be to enable the researcher to understand and identify factors affecting organizational commitment that would support and enhance retention in any organization. Sir, at your discretion, I will mail, distribute through retention personnel, or email the survey to the reenlistment eligible sample population (initial and mid-career Soldiers).

Sir, these surveys will take less than 15 minutes to complete, are anonymous and voluntary. The organizations and participants' name will not be disclosed in the results. The results will be shared with the organizations' respective leadership and will be part of my dissertation. Thank you in advance for your support.

Sincerely,

Louis Lopez, Jr.
Doctoral Candidate
Capella University

<< File: Survey Intrument.doc >>

SGM Lopez, Louis Jr.
Organization A Retention
Leadership=Retention

Attachment 2 of 2

Participant Cover/Consent Letter

TO: Survey Participants

FROM: SGM Louis Lopez, Jr.
[redacted]

Subject: Request Survey Participation and Consent Form

Fellow [redacted] Soldiers, I am the [redacted] US Army Command Career Counselor here in Iraq and a doctoral student at Capella University conducting this research study. I am researching organizational commitment as it relates to retention of initial and mid-career soldiers in Iraq who are eligible to reenlist. The survey will enable the researcher to understand and identify factors affecting organizational commitment as it relates to soldier and family support systems that would enhance retention in any organization and ultimately benefit you the soldier and your family members.

Your participation which involves answering the attached questionnaire will allow you to have a voice in contributing to the scientific research of organizational commitment by identifying factors relevant to organizational commitment as it relates to retention in the military. Participation is voluntary, confidential, and in no way have an impact on your job; no one will have access to the data collected. The data collected will only be available to the researcher, maintained on a password-protected computer database, and the results reported as a group and not individually. The questionnaire is numbered with a code number only to track responses for data processing purposes and your answers will not be tracked to back to you as an individual. Please do not write your name on the questionnaire and I would ask for you to return the questionnaire to your servicing Career Counselor, Reenlistment NCO or email to [redacted] within three weeks of receipt.

This study has been reviewed and received clearance by Organization A and Institutional Review Board (IRB) at Capella University. If you have any questions about this study, or have any concerns about participation, please feel free to contact Capella University at 1-888-227-3552 or directly at 1-612-659-5259. You may also feel free to contact me at DSN [redacted] (Iraq) or via email at [redacted]. I hope you will take time to complete and return the questionnaire that will take approximately less than 15 minutes to complete. Your time, effort, and cooperation in completing the questionnaire are personally appreciated.

RETURN OF THE COMPLETED QUESTIONNAIRE CONTITUTES AGREEMENT TO PARTICIPATE IN THIS RESEARCH STUDY

Sincerely,

Louis Lopez, Jr.
SGM, USA and Ph.D. Candidate
Capella University

APPENDIX G

Tables G1-G17 (Frequencies and Percentages)

Table G1

Frequencies and Percentages of Organization ID, Reenlistment and Gender Categories

	Category								
	Initial Term				Mid-Career				
	Male		Female		Male		Female		
Org. ID	*f*	%	*f*	%	*f*	%	*f*	%	Cum %
A1	26	5.6	3	.6	10	2.1	1	.2	8.6
A2	46	9.9	11	2.4	19	4.1	4	.9	17.1
A3	35	7.5	14	3.0	24	5.1	3	.6	16.3
A4	26	5.6	11	2.4	11	2.4	4	.9	11.1
A5	32	6.9	12	2.6	24	5.1	10	2.1	16.7
A6	6	1.3	4	.9	8	1.7	3	.6	4.5
A7	4	.9	0	.0	5	1.1	1	.2	2.1
A8	55	11.9	12	2.6	41	8.8	2	.4	23.6
Total	230	49.3	67	14.3	142	30.4	28	6.0	100.0

Table G2

Frequencies and Percentages of Age

Age	*f*	%	Cum %
18-20	48	10.3	
21-25	238	51.0	61.2
26-30	132	28.3	89.5
31-35	37	7.9	97.4
36-40	11	2.4	99.8
41-45	1	.2	100.0
Total	467	100.0	

Table G3

Frequencies and Percentages of Marital Status

Marital Status	*f*	%	Cum %
Single	273	58.5	
Married	194	41.5	100.0
Total	467	100.0	

Table G4

Frequencies and Percentages of Spouse Work Status

Spouse Work Status	*f*	%	Cum %
No Employment	81	17.3	
Employed Full-Time	75	16.1	33.4
Employed Part-Time	38	8.1	41.5
Not Married	273	58.5	100.0
Total	467	100.0	

Table G5

Frequencies and Percentages of Spouse School Status

Spouse School Status	*f*	%	Cum %
Not attending school	126	27.0	
Full-time student	18	3.9	30.8
Part-time student	47	10.1	40.9
Associates Degree	1	.2	51.0
College Grad 4 year degree	1	.2	51.2
Post Graduate school complete	1	.2	51.4
Not Married	273	58.5	100.0
Total	467	100.0	

Table G6

Frequencies and Percentages of Highest Education Level Obtained

Highest Education Level Completed	*f*	%	Cum %
High school diploma or GED	187	40.0	
High school diploma or GED with 1 year or less of college	4	.9	40.9
From 1 to 2 years of college, but no degree	147	31.5	72.4
From 2 to 3 years of college, but no degree	37	7.9	80.3
From 3 to 4 years of college, but no degree	12	2.6	82.9
Associate degree with 2 years of college	16	3.4	86.3
Associate degree with 3 or less years of college	6	1.3	87.6
Associate degree with 3 to 4 years of college	11	2.4	89.9
Bachelor's degree	40	8.6	98.5
A year or more graduate credit, but no Graduate degree	4	.9	99.4
Master's degree	3	.6	100.0
Total	467	100.0	

Table G7

Frequencies and Percentages of Ethnicity

Ethnicity	*f*	%	Cum %
White	246	52.7	
African American	95	20.3	73.0
Hispanic/Latino	75	16.1	89.1
American Indian	4	.9	89.9
Pacific Islander	10	2.1	92.1
Asian	9	1.9	94.0
European	7	1.5	95.5
Mixed	12	2.6	98.1
Other	9	1.9	100.0
Total	467	100.0	

Table G8

Frequencies and Percentages of Number of Deployments

Number of Deployments	*f*	%	Cum %
1	238	51.0	
2	151	32.3	83.3
3	56	12.0	95.3
4	16	3.4	98.7
5	3	.6	99.4
6	2	.4	99.8
7	1	.2	100.0
Total	467	100.0	

Table G9

Frequencies and Percentages of Individual Breakdown of Fulfilled Needs (Safety/Security or Physiological)

Safety/Security or Physiological Needs	*f*	%	Cum %
Safety/Security or Physiological	283	60.7	
No needs met	174	37.3	98.1
Undecided	9	1.9	100.0
Total	466	100.0	
Missing	1		

Table G10

Frequencies and Percentages of Individual Breakdown of Fulfilled Needs (Affiliation/Belongingness)

Affiliation/Belongingness Needs	*f*	%	Cum %
Affiliation/Belongingness	199	42.7	
No needs met	258	55.4	98.1
Undecided	9	1.9	100.0
Total	466	100.0	
Missing	1		

Table G11

Frequencies and Percentages of Individual Breakdown of Fulfilled Needs (Growth)

Growth Needs	*f*	%	Cum %
Growth	277	59.4	
No needs met	180	38.6	98.1
Undecided	9	1.9	100.0
Total	466	100.0	
Missing	1		

Table G12

Frequencies and Percentages of Individual Breakdown of Fulfilled Needs (*Work/Life Harmony*)

Needs	*f*	%	Cum %
Work/Life Harmony	158	33.9	
No needs met	299	64.2	98.1
Undecided	9	1.9	100.0
Total	466	100.0	
Missing	1		

Table G13

Frequencies and Percentages of Individual Breakdown of Fulfilled Needs (Esteem)

Needs	*f*	%	Cum %
Esteem	253	54.3	
No needs met	204	43.8	98.1
Undecided	9	1.9	100.0
Total	466	100.0	
Missing	1		

Table G14

Frequencies and Percentages of Individual Breakdown of Fulfilled Needs (Rewards)

Needs	*f*	%	Cum %
Rewards	137	29.4	
No need met	320	68.7	98.1
Undecided	9	1.9	100.0
Total	466	100.0	
Missing	1		

Table G15

Frequencies and Percentages of Reenlistment Bonus Impact Scale

Reenlistment Bonus Scale	*f*	%	Cum %
Very Unlikely	150	32.1	
Unlikely	46	9.9	42.0
Slightly Unlikely	14	3.0	45.0
Undecided	63	13.5	58.5
Slightly Likely	65	13.9	72.4
Likely	63	11.3	83.7
Very Likely	76	16.3	100.0
Total	467	100.0	

Table G16

Frequencies and Percentages of Family Decision to Stay or Exit Scale

Family Decision to Stay Scale	*f*	%	Cum %
Very Unlikely	81	17.4	
Unlikely	35	7.5	24.9
Slightly Unlikely	15	3.2	28.1
Undecided	36	7.7	35.8
Slightly Likely	53	11.4	47.2
Likely	73	15.7	62.9
Very Likely	173	37.1	100.0
Total	466	100.0	
Missing	1		

Table G17

Frequencies and Percentages of Current Reenlistment Commitment in Iraq

Current Reenlistment Commitment	*f*	%	Cum %
Very Unlikely Reenlist	188	40.3	
Unlikely Reenlist	0	0	40.3
Undecided	113	24.2	64.5
Likely Reenlist	55	11.8	76.2
Currently Reenlisted	111	23.8	100.0
Total	467	100.0	

APPENDIX H

Table H1 (Descriptive Statistics for Current Research Scales)

Table H1

Descriptive Statistics for Current Research Scales

Scales	*M*	*SD*
Organizational Commitment		
Affective Commitment	22.96	8.15
Continuance Commitment	16.98	8.62
Normative Commitment	21.93	11.39
Intent to Leave	9.66	5.77
Well-Being	16.31	5.34
Organization Environment Satisfaction	20.80	6.88
Impact of Bonus on Reenlistment Decision	3.66	2.30
Family Decision to Stay or Exit	4.84	2.3
Current Reenlistment Commitment in Iraq	2.79	1.62

APPENDIX I

Table I1 (Reliability Summary of Current Research Scales)

Table I1

Reliability of Current Research Scales

Scales	Cronbach's Alpha	Spearman-Brown's Split-Half
Organizational Commitment		
Affective Commitment	.814	.825
Continuance Commitment	.875	.842
Normative Commitment	.828	.770
Intent to Leave	.903	.927
Well-Being	.839	.839
Organization Environment Satisfaction	.789	.668

APPENDIX J

Table J1 (Correlation Analysis of Organizational Commitment Scale)

Table J1

Correlation Analysis of Organizational Commitment Scale (Pearson's Correlation and Spearman's rho)

	Milligan's (2003)			Current Study		
Scales	1	2	3	1	2	3
				Pearson's Correlation		
(1) Affective Commitment	1.0			1.0		
(2) Continuance Commitment	.026	1.0		.350**	1.0	
(3) Normative Commitment	.557	.241	1.0	.713**	.494**	1.0
				Spearman's rho		
(1) Affective Commitment				1.0		
(2) Continuance Commitment				.381**	1.0	
(3) Normative Commitment				.712**	.515**	1.0

**Correlation is significant at the 0.01 level (2-tailed).

APPENDIX K

Correlation Analysis of Hypothesis 1 through 12

Table K1

Correlation Analysis of Organizational Commitment and Current Reenlistment Commitment Scales (Hypothesis 1 through Hypothesis 3)

Organizational Commitment Scale	Current Reenlistment Commitment Scale	
	r	*p*
Pearson's Correlation		
Affective Commitment (H1 Accepted)	.529**	.000
Continuance Commitment (H2 Accepted)	.531**	.000
Normative Commitment (H3 Accepted)	.588**	.000
Spearman's rho		
Affective Commitment (H1 Accepted)	.525**	.000
Continuance Commitment (H2 Accepted)	.535**	.000
Normative Commitment (H3 Accepted)	.591**	.000

**Correlation is significant at the 0.01 level (2-tailed). (N = 467).

Table K2

Correlation Analysis of Organizational Commitment and Intent to Leave Scales (Hypothesis 4 through Hypothesis 6)

Organizational Commitment Scale	Intent to Leave Scale	
	r	*p*
Pearson's Correlation		
Affective Commitment (H4 Accepted)	.612**	.000
Continuance Commitment (H5 Accepted)	.527**	.000
Normative Commitment (H6 Accepted)	.654**	.000
Spearman's rho		
Affective Commitment (H4 Accepted)	.618**	.000
Continuance Commitment (H5 Accepted)	.565**	.000
Normative Commitment (H6 Accepted)	.667**	.000

**Correlation is significant at the 0.01 level (2-tailed). (N = 467).

Table K3

Correlation Analysis of Intent to Leave Scales and Reenlistment Bonus Scale (Hypothesis 7)

Scale	Reenlistment Bonus Scale	
	r	*p*
Pearson's Correlation		
Intent to Leave (H7 Accepted)	.497**	.000
Spearman's rho		
Intent to Leave (H7 Accepted)	.518**	.000

**Correlation is significant at the 0.01 level (2-tailed). (N = 467).

Table K4

Correlation Analysis of Number of Deployments Scale and Current Reenlistment Commitment Scale (Hypothesis 8)

Scale	Reenlistment Commitment Scale	
	r	*p*
Pearson's Correlation		
Number of deployments (H8 Rejected)	-.055	.233
Spearman's rho		
Number of deployments (H8 Rejected)	-.057	.218

Note. P < .05, two tailed. (N = 467).

Table K5

Correlation Analysis of Intent to Leave Scales and Family Decision to Stay Scale (Hypothesis 9)

Scale	Family Decision to Stay	
	r	*p*
Pearson's Correlation		
Intent to Leave (H9 Accepted)	.150**	.001
Spearman's rho		
Intent to Leave (H9 Accepted)	.108*	.020

**Correlation is significant at the 0.01 level (2-tailed). *Correlation is significant at the 0.05 level (2-tailed). (N = 467).

Table K6

Correlation Analysis of Organization Environment Satisfaction Scale and Current Reenlistment Commitment Scale (Hypothesis 10)

Scale	Reenlistment Commitment Scale	
	r	*p*
Pearson's Correlation		
OES (H10 Accepted)	.285**	.000
Spearman's rho		
OES (H10 Accepted)	.286**	.000

Note. OES = Organization Environment Satisfaction . **Correlation is significant at the 0.01 level (2-tailed), (N = 467).

Table K7

Correlation Analysis of Well-Being and Current Reenlistment Commitment (Hypothesis 11)

Scale	Current Reenlistment Commitment	
	r	*p*
Pearson's Correlation		
Well-Being (H11 Rejected)	.092	.200
Spearman's rho		
Well-Being (H11 Rejected)	.089	.219

Note. P < .05, two tailed. (*N* = 467).

Table K8

Correlation Analysis of Continuance Commitment Scale and Reenlistment Bonus Scale (Hypothesis 12)

Continuance Commitment Scale	Reenlistment Bonus Scale	
	r	*p*
Pearson's Correlation		
Continuance Commitment (H12 Accepted)	.452**	.000
Spearman's rho		
Continuance Commitment (H12 Accepted)	.478**	.000

**Correlation is significant at the 0.01 level (2-tailed). (*N* = 467).

APPENDIX L

Bivariate and Partial Correlation Analysis and Summary of Hypothesis 1 through 8

Table L1

Bivariate and Partial Correlations among the Well-Being Scale (Hypothesis 1)

Scales	1	2	3
	Bivariate Correlations		
(1) Affective Commitment	1.0		
(2) Current Reenlistment Plan	.582*	1.0	
(3) Well-Being	.235*	.092	1.0
	Partial Correlations		
(1) Affective Commitment	1.0		
(2) Current Reenlistment Plan	.579**	1.0	

*$p < .01$ for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L2

Bivariate and Partial Correlations among the Reenlistment Bonus Decision Scale (Hypothesis 1)

Scales	1	2	3
	Bivariate Correlations		
(1) Affective Commitment	1.0		
(2) Current Reenlistment Plan	.529*	1.0	
(3) Reenlistment Bonus Decision	.392*	.522*	1.0
	Partial Correlation		
(1) Affective Commitment	1.0		
(2) Current Reenlistment Plan	.413**	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L3

Bivariate and Partial Correlations among the Organization Environmental Satisfaction Scale (Hypothesis 1)

Scales	1	2	3
	Bivariate Correlations		
(1) Affective Commitment	1.0		
(2) Current Reenlistment Plan	.529*	1.0	
(3) Organization Environmental	.447*	.285*	1.0
	Partial Correlations		
(1) Affective Commitment	1.0		
(2) Current Reenlistment Plan	.468**	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L4

Bivariate and Partial Correlations among the Family Decision to Stay or Exit the Army Scale (Hypothesis 1)

Scales	1	2	3
	Bivariate Correlations		
(1) Affective Commitment	1.0		
(2) Current Reenlistment Plan	.529*	1.0	
(3) Family Decision to Stay	.149*	.170*	1.0
	Partial Correlations		
(1) Affective Commitment	1.0		
(2) Current Reenlistment Plan	.516**	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L5

Bivariate and Partial Correlations among the Family Decision to Stay or Exit the Army Scale (Hypothesis 2)

Scales	1	2	3
	Bivariate Correlations		
(1) Continuance Commitment	1.0		
(2) Current Reenlistment Plan	.532*	1.0	
(3) Family Decision to Stay	.188*	.170*	1.0
	Partial Correlations		
(1) Continuance Commitment	1.0		
(2) Current Reenlistment Plan	.517**	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L6

Bivariate and Partial Correlations among the Intent to Leave Scale (Hypothesis 2)

Scales	1	2	3
	Bivariate Correlations		
(1) Continuance Commitment	1.0		
(2) Current Reenlistment Plan	.531*	1.0	
(3) Intent to Leave	.870*	.527*	1.0
	Partial Correlations		
(1) Continuance Commitment	1.0		
(2) Current Reenlistment Plan	.173**	1.0	

* $p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L7

Bivariate and Partial Correlations among the Reenlistment Bonus Decision Scale (Hypothesis 2)

Scales	1	2	3
	Bivariate Correlations		
(1) Continuance Commitment	1.0		
(2) Current Reenlistment Plan	.531*	1.0	
(3) Reenlistment Bonus Decision	.452*	.552*	1.0
	Partial Correlations		
(1) Continuance Commitment	1.0		
(2) Current Reenlistment Plan	.388**	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L8

Bivariate and Partial Correlations among the Family Decision to Stay or Exit the Army Scale (Hypothesis 3)

Scales	1	2	3
	Bivariate Correlations		
(1) Normative Commitment	1.0		
(2) Current Reenlistment Plan	.589*	1.0	
(3) Family Decision to Stay	.138*	.170*	1.0
	Partial Correlations		
(1) Normative Commitment	1.0		
(2) Current Reenlistment Plan	.579**	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L9

Bivariate and Partial Correlations among the Reenlistment Bonus Decision Scale (Hypothesis 3)

Scales	1	2	3
	Bivariate Correlations		
(1) Normative Commitment	1.0		
(2) Current Reenlistment Plan	.588*	1.0	
(3) Reenlistment Bonus Decision	.392*	.522*	1.0
	Partial Correlations		
(1) Normative Commitment	1.0		
(2) Current Reenlistment Plan	.488**	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L10a

Summary Partial Correlation Analyses of Hypotheses Testing of Organizational Commitment and Current Reenlistment Commitment Scale Scores (Hypothesis 1-3 and Slides L1-L9)

Research Question 1: What is the correlation between affective and reenlistment commitment controlling for…	Impact
H1: Well-Being	small effect
H1: Reenlistment Bonus Decision	medium effect
H1: Organization Environment Satisfaction	medium effect
H1: Family Decision to Stay	small effect

Table L10b

Summary Partial Correlation Analyses of Hypotheses Testing of Organizational Commitment and Current Reenlistment Commitment Scale Scores (Hypothesis 1-3 and Slides L1-L9)

Research Question 1: What is the correlation between continuance and reenlistment commitment controlling for…	Impact
H2: Family Decision to Stay	small effect
H2: Intent to Leave	large effect
H2: Reenlistment Bonus Decision	medium effect
Research Question 1: What is the correlation between normative and reenlistment commitment controlling for…	**Impact**
H3: Family Decision to Stay	small effect
H3: Reenlistment Bonus Decision	medium effect

Table L11

Bivariate and Partial Correlations among the Well-Being Scale (Hypothesis 4)

Scales	1	2	3
	Bivariate Correlations		
(1) Affective Commitment	1.0		
(2) Intent to Leave	.643*	1.0	
(3) Well-Being	.235*	.123	1.0
	Partial Correlations		
(1) Affective Commitment	1.0		
(2) Intent to Leave	.636**	1.0	

*$p < .01$ for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L12

Bivariate and Partial Correlations among the Reenlistment Bonus Decision Scale (Hypothesis 4)

Scales	1	2	3
	Bivariate Correlations		
(1) Affective Commitment	1.0		
(2) Intent to Leave	.612*	1.0	
(3) Reenlistment Bonus Decision	.392*	.497*	1.0
	Partial Correlations		
(1) Affective Commitment	1.0		
(2) Intent to Leave	.522**	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L13

Bivariate and Partial Correlations among the Organization Environmental Satisfaction Scale (Hypothesis 4)

Scales	1	2	3
	Bivariate Correlations		
(1) Affective Commitment	1.0		
(2) Intent to Leave	.612*	1.0	
(3) OES	.447*	.289*	1.0
	Partial Correlations		
(1) Affective Commitment	1.0		
(2) Intent to Leave	.563**	1.0	

Note. OES = Organization Environment Satisfaction scale. * $p < .01$ (2-tailed) for bivariate correlations and ** $p < .05$ for partial correlations (2-tailed).

Table L14

Bivariate and Partial Correlations among the Family Decision to Stay or Exit the Army Scale (Hypothesis 4)

Scales	1	2	3
	Bivariate Correlations		
(1) Affective Commitment	1.0		
(2) Intent to Leave	.613*	1.0	
(3) Family Decision to Stay	.149*	.150*	1.0
	Partial Correlations		
(1) Affective Commitment	1.0		
(2) Intent to Leave	.604**	1.0	

* $p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L15

Bivariate and Partial Correlations among the Family Decision to Stay or Exit the Army Scale (Hypothesis 5)

Scales	1	2	3
	Bivariate Correlations		
(1) Continuance Commitment	1.0		
(2) Intent to Leave	.525*	1.0	
(3) Family Decision to Stay	.188*	.150*	1.0
	Partial Correlations		
(1) Continuance Commitment	1.0		
(2) Intent to Leave	.512**	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L16

Bivariate and Partial Correlations among the Current Reenlistment Commitment Scale (Hypothesis 5)

Scales	1	2	3
	Bivariate Correlations		
(1) Continuance Commitment	1.0		
(2) Intent to Leave	.527*	1.0	
(3) Reenlistment Commitment	.531*	.870*	1.0
	Partial Correlations		
(1) Continuance Commitment	1.0		
(2) Intent to Leave	.155**	1.0	

* $p < .01$ (2-tailed) for bivariate correlations and ** $p < .05$ for partial correlations (2-tailed).

Table L17

Bivariate and Partial Correlations among the Reenlistment Bonus Decision Scale (Hypothesis 5)

Scales	1	2	3
	Bivariate Correlations		
(1) Continuance Commitment	1.0		
(2) Intent to Leave	.527*	1.0	
(3) Reenlistment Bonus Decision	.452*	.497*	1.0
	Partial Correlations		
(1) Continuance Commitment	1.0		
(2) Intent to Leave	.390**	1.0	

* $p < .01$ (2-tailed) for bivariate correlations and ** $p < .05$ for partial correlations (2-tailed).

Table L18

Bivariate and Partial Correlations among the Family Decision to Stay or Exit the Army Scale (Hypothesis 6)

Scales	1	2	3
	Bivariate Correlations		
(1) Normative Commitment	1.0		
(2) Intent to Leave	.653*	1.0	
(3) Family Decision to Stay	.138*	.150*	1.0
	Partial Correlations		
(1) Normative Commitment	1.0		
(2) Intent to Leave	.646**	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L19

Bivariate and Partial Correlations among the Reenlistment Bonus Decision Scale (Hypothesis 6)

Scales	1	2	3
	Bivariate Correlations		
(1) Normative Commitment	1.0		
(2) Intent to Leave	.654*	1.0	
(3) Reenlistment Bonus Decision	.392*	.497*	1.0
	Partial Correlation		
(1) Normative Commitment	1.0		
(2) Intent to Leave	.575**	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L20

Summary Partial Correlation Analyses of Hypotheses Testing of Organizational Commitment and Intent to Leave Scale Scores (Hypothesis 4-6 and Slides L11-L19)

Research Question 2: What is the correlation between affective and intent to leave controlling for…	Impact
H4: Well-Being	small effect
H4: Reenlistment Bonus Decision	medium effect
H4: Organization Environment Satisfaction	medium effect
H4: Family Decision to Stay	small effect
Research Question 2: What is the correlation between continuance and intent to leave controlling for…	**Impact**
H5: Family Decision to Stay	small effect
H5: Current Reenlistment Commitment	large effect
H5: Reenlistment Bonus Decision	medium effect
Research Question 2: What is the correlation between normative and reenlistment commitment controlling for…	**Impact**
H6: Family Decision to Stay	small effect
H6: Reenlistment Bonus Decision	medium effect

Table L21

Bivariate and Partial Correlations among the Family Decision to Stay or Exit the Army Scale (Hypothesis 7)

Scales	1	2	3
	Bivariate Correlations		
(1) Intent to Leave	1.0		
(2) Reenlistment Bonus	.499*	1.0	
(3) Family Decision to Stay	.150*	.198*	1.0
	Partial Correlations		
(1) Intent to Leave	1.0		
(2) Reenlistment Bonus	.484*	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L22

Bivariate and Partial Correlations among the Organization Environment Satisfaction Scale (Hypothesis 7)

Scales	1	2	3
	Bivariate Correlations		
(1) Intent to Leave	1.0		
(2) Reenlistment Bonus	.497*	1.0	
(3) Organization Environment Satisfaction	.289*	.158*	1.0
	Partial Correlations		
(1) Intent to Leave	1.0		
(2) Reenlistment Bonus	.478*	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L23

Bivariate and Partial Correlations among the Well-Being Scale (Hypothesis 7)

Scales	1	2	3
	Bivariate Correlations		
(1) Intent to Leave	1.0		
(2) Reenlistment Bonus	.526*	1.0	
(3) Well-Being	.123	.056	1.0
	Partial Correlations		
(1) Intent to Leave	1.0		
(2) Reenlistment Bonus	.524*	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L24

Bivariate and Partial Correlations among the Current Reenlistment Commitment Scale (Hypothesis 7)

Scales	1	2	3
	Bivariate Correlations		
(1) Intent to Leave	1.0		
(2) Reenlistment Bonus	.497*	1.0	
(3) Current Reenlistment Decision	.870*	.522*	
	Partial Correlations		
(1) Intent to Leave	1.0		
(2) Reenlistment Bonus	.102	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L25

Bivariate and Partial Correlations among the Number of Deployments Scale (Hypothesis 7)

Scales	1	2	3
	Bivariate Correlations		
(1) Intent to Leave	1.0		
(2) Reenlistment Bonus	.497*	1.0	
(3) Number of Deployments	-.061	-.074	1.0
	Partial Correlations		
(1) Intent to Leave	1.0		
(2) Reenlistment Bonus	.495*	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L26

Summary Partial Correlation Analyses of Hypotheses Testing of Intent to Leave and Reenlistment Bonus Decision Scale Scores (Hypothesis 7 and Slides L21-L25)

Research Question 3: What is the correlation between intent to leave and reenlistment bonus decision controlling for…	Impact
H7: Family Decision to Stay	small effect
H7: Organization Environment Satisfaction	small effect
H7: Well-Being	small effect
H7: Current Reenlistment Commitment	large effect
H7: Number of Deployments	no effect

Table L27

Bivariate and Partial Correlations among the Family Decision to Stay or Exit the Army Scale (Hypothesis 8)

Scales	1	2	3
	Bivariate Correlations		
(1) Number of Deployments	1.0		
(2) Current Reenlistment Commitment	-.055	1.0	
(3) Family Decision to Stay	-.030	.170*	1.0
	Partial Correlations		
(1) Number of Deployments	1.0		
(2) Reenlistment Bonus	-.051	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L28

Bivariate and Partial Correlations among the Well-Being Scale (Hypothesis 8)

Scales	1	2	3
	Bivariate Correlations		
(1) Number of Deployments	1.0		
(2) Current Reenlistment Commitment	-.117	1.0	
(3) Well-Being	-.044	.092	1.0
	Partial Correlations		
(1) Number of Deployments	1.0		
(2) Current Reenlistment Commitment	-.113	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L29

Bivariate and Partial Correlations among the Organization Environment Satisfaction Scale (Hypothesis 8)

Scales	1	2	3
	Bivariate Correlations		
(1) Number of Deployments	1.0		
(2) Current Reenlistment Commitment	-.055	1.0	
(3) Organization Environment Satisfaction	-.002	.285*	1.0
	Partial Correlations		
(1) Number of Deployments	1.0		
(2) Current Reenlistment Commitment	-.057	1.0	

*$p < .01$ (2-tailed) for bivariate correlations and **$p < .05$ for partial correlations (2-tailed).

Table L30

Summary Partial Correlation Analyses of Hypotheses Testing of Number of Deployments and Current Reenlistment Commitment Scale Scores (Hypothesis 8 and Slides L27-L29)

Research Question 4: What is the correlation between number of deployments and current reenlistment commitment controlling for…	Impact
H8: Family Decision to Stay	no effect
H8: Well-Being	no effect
H8: Organization Environment Satisfaction	no effect

APPENDIX M

Tables M1a-M33 (Mean and Standard Deviation of Variables)

Table M1a

Means and Standard Deviations of Organizational Commitment (Affective, Continuance, and Normative Commitment Scale) by Organizational Identification Group

Org_ ID Group

Scale	*N*	*M*	*SD*	Minimum	Maximum
A1					
ACS	40	22.8	8.8	7.00	42.00
CCS	40	18.6	9.3	6.00	38.00
NCS	40	22.1	9.1	6.00	38.00
A2					
ACS	80	19.8	8.1	6.00	40.00
CCS	80	13.0	7.7	6.00	38.00
NCS	80	17.0	8.0	6.00	38.00
A3					
ACS	76	24.5	7.5	7.00	40.00
CCS	76	18.4	9.2	6.00	38.00
NCS	76	22.4	8.6	6.00	40.00
A4					
ACS	52	22.2	7.9	7.00	40.00
CCS	52	15.3	7.2	6.00	37.00
NCS	52	19.9	7.3	6.00	39.00
A5					
ACS	78	23.7	7.5	6.00	41.00
CCS	78	19.6	7.6	6.00	39.00
NCS	78	20.4	7.4	6.00	36.00
A6					
ACS	21	27.1	7.6	12.00	38.00
CCS	21	20.8	8.6	6.00	41.00
NCS	21	25.7	9.1	6.00	37.00

Table M1b

Means and Standard Deviations of Organizational Commitment (Affective, Continuance, and Normative Commitment Scale) by Organizational Identification Group

Org_ ID Group / Scale	*N*	*M*	*SD*	Minimum	Maximum
A7					
ACS	10	30.9	6.1	16.00	38.00
CCS	10	19.9	5.8	14.00	29.00
NCS	10	25.0	8.7	12.00	35.00
A8					
ACS	110	22.4	8.0	6.00	39.00
CCS	110	16.1	8.5	6.00	42.00
NCS	110	19.7	8.0	6.00	41.00
Total					
ACS	467	22.9	8.1	6.00	42.00
CCS	467	16.9	8.6	6.00	42.00
NCS	467	20.4	8.3	6.00	41.00

Note. ACS = Affective Commitment Scale. CCS = Continuance Commitment Scale. NCS = Normative Commitment Scale.

Table M2

Means and Standard Deviations of Intent to Leave by Organizational Identification Group

Org_ID Group	*N*	*M*	*SD*	Minimum	Maximum
A1	40	10.2	5.3	3.00	21.00
A2	80	7.3	5.4	3.00	21.00
A3	76	11.4	6.2	3.00	21.00
A4	52	10.4	5.6	3.00	20.00
A5	78	9.9	5.3	3.00	20.00
A6	21	12.0	5.9	3.00	21.00
A7	10	14.1	5.6	7.00	21.00
A8	110	8.5	5.3	3.00	21.00
Total	467	9.6	5.7	3.00	21.00

Table M3

Means and Standard Deviations of Well-Being by Organizational Identification Group

Org_ID Group	*N*	*M*	*SD*	Minimum	Maximum
A1	16	17.6	5.6	4.00	26.00
A2	30	14.1	4.5	4.00	23.00
A3	33	16.7	4.9	6.00	24.00
A4	26	13.8	5.0	4.00	22.00
A5	34	17.6	6.6	4.00	27.00
A6	9	16.2	7.0	4.00	26.00
A7	6	17.8	3.7	14.00	23.00
A8	40	17.2	4.2	11.00	28.00
Total	194 [a]	16.3	5.3	4.00	28.00

[a]Total is accounting for only married respondents.

Table M4

Means and Standard Deviations of Current Reenlistment Commitment by Organizational Identification Group

Org_ID Group	*N*	*M*	*SD*	Minimum	Maximum
A1	40	3.1	1.4	1.00	5.00
A2	80	2.0	1.5	1.00	5.00
A3	76	3.1	1.6	1.00	5.00
A4	52	3.0	1.8	1.00	5.00
A5	78	3.0	1.6	1.00	5.00
A6	21	3.2	1.4	1.00	5.00
A7	10	3.3	1.7	1.00	5.00
A8	110	2.5	1.4	1.00	5.00
Total	467	2.7	1.6	1.00	5.00

Table M5

Means and Standard Deviations of Reenlistment Bonus Decision by Organizational Identification Group

Org_ID Group	*N*	*M*	*SD*	Minimum	Maximum
A1	40	4.2	2.3	1.00	7.00
A2	80	3.3	2.0	1.00	7.00
A3	76	3.9	2.3	1.00	7.00
A4	52	3.6	2.5	1.00	7.00
A5	78	3.9	2.2	1.00	7.00
A6	21	4.2	2.1	1.00	7.00
A7	10	5.3	2.1	2.00	7.00
A8	110	3.2	2.2	1.00	7.00
Total	467	3.6	2.2	1.00	7.00

Table M6

Means and Standard Deviations of Organization Environment Satisfaction by Organizational Identification Group

Org_ID Group	*N*	*M*	*SD*	Minimum	Maximum
A1	40	20.8	6.4	5.00	31.00
A2	80	17.7	6.5	5.00	31.00
A3	76	21.1	6.5	5.00	32.00
A4	52	20.7	7.3	5.00	35.00
A5	78	21.4	5.8	5.00	35.00
A6	21	22.0	8.3	5.00	35.00
A7	10	24.2	6.6	13.00	36.00
A8	110	21.8	7.1	5.00	35.00
Total	467	20.8	6.8	5.00	35.00

Table M7

Means and Standard Deviations of Family Decision to Stay by Organizational Identification Group

Org_ID Group	*N*	*M*	*SD*	Minimum	Maximum
A1	40	5.2	1.9	1.00	7.00
A2	80	4.7	2.3	1.00	7.00
A3	76	4.7	2.3	1.00	7.00
A4	52	4.8	2.4	1.00	7.00
A5	77	4.9	2.1	1.00	7.00
A6	21	5.1	2.1	1.00	7.00
A7	10	5.9	1.4	1.00	7.00
A8	110	4.6	2.4	1.00	7.00
Total	466	4.8	2.3	1.00	7.00

Table M8

Means and Standard Deviations of Organizational Commitment (Affective, Continuance, and Normative Commitment Scale) by Soldier Reenlistment Category/Gender Group

Category/Gender Group Scale	*N*	*M*	*SD*	Minimum	Maximum
Initial Term Male					
ACS*	230	21.5	7.8	6.00	42.00
CCS**	230	15.7	8.1	6.00	38.00
NCS***	48	22.2	8.8	6.00	41.00
Initial Term Female					
ACS	67	21.2	8.0	6.00	42.00
CCS	67	16.5	9.1	6.00	39.00
NCS	238	19.5	7.9	6.00	41.00
Mid-Career Male					
ACS	142	25.7	7.9	6.00	41.00
CCS	142	17.5	8.2	6.00	42.00
NCS	132	20.8	8.9	6.00	41.00
Mid-Career Female					
ACS	28	25.0	7.6	6.00	35.00
CCS	28	24.9	8.3	10.00	41.00
NCS	37	22.5	7.8	6.00	37.00
Total					
ACS	467	22.9	8.1	6.00	42.00
CCS	467	16.9	8.6	6.00	42.00
NCS	12	21.9	6.9	11.00	32.00

Note. ACS = Affective Commitment scale. CCS = Continuance Commitment Scale. NCS = Normative Commitment scale.

Table M9

Means and Standard Deviations of Intent to Leave by Soldier Reenlistment Category/Gender Group

Category/Gender Group	*N*	*M*	*SD*	Minimum	Maximum
Initial Term Male	230	8.8	5.6	3.00	21.00
Initial Term Female	67	8.5	5.4	3.00	21.00
Mid-Career Male	142	11.0	5.9	3.00	21.00
Mid-Career Female	28	12.1	4.6	3.00	19.00
Total	467	9.6	5.7	3.00	21.00

Table M10

Means and Standard Deviations of Well-Being by Soldier Reenlistment Category/Gender Group

Category/Gender Group	*N*	*M*	*SD*	Minimum	Maximum
Initial Term Male	84	15.6	5.2	4.00	28.00
Initial Term Female	24	16.5	5.6	4.00	27.00
Mid-Career Male	73	17.0	5.5	4.00	28.00
Mid-Career Female	13	16.4	4.4	4.00	23.00
Total	194 [a]	16.3	5.3	4.00	28.00

[a]Total is accounting for only married respondents.

Table M11

Means and Standard Deviations of Current Reenlistment Commitment by Soldier Reenlistment Category/Gender and Total Gender

Category/Gender Group	*N*	*M*	*SD*	Minimum	Maximum
Initial Term Male	230	2.5	1.5	1.00	5.00
Initial Term Female	67	2.5	1.5	1.00	5.00
Mid-Career Male	142	3.1	1.6	1.00	5.00
Mid-Career Female	28	3.7	1.4	1.00	5.00
Total	467	2.7	1.6	1.00	5.00

Table M12

Means and Standard Deviations of Reenlistment Bonus Decision by Soldier Reenlistment Category/Gender Group

Category/Gender Group	*N*	*M*	*SD*	Minimum	Maximum
Initial Term Male	230	3.5	2.2	1.00	7.00
Initial Term Female	67	3.2	2.3	1.00	7.00
Mid-Career Male	142	3.8	2.3	1.00	7.00
Mid-Career Female	28	4.8	1.8	1.00	7.00
Total	467	3.6	2.2	1.00	7.00

Table M13

Means and Standard Deviations of Organization Environment Satisfaction by Soldier Reenlistment Category/Gender Group

Category/Gender Group	*N*	*M*	*SD*	Minimum	Maximum
Initial Term Male	230	20.0	6.9	5.00	35.00
Initial Term Female	67	20.8	7.3	5.00	35.00
Mid-Career Male	142	21.8	6.6	5.00	35.00
Mid-Career Female	28	21.5	5.5	10.00	30.00
Total	467	20.8	6.8	5.00	35.00

Table M14

Means and Standard Deviations of Family Decision to Stay by Soldier Reenlistment Category/Gender Group

Category/Gender Group	*N*	*M*	*SD*	Minimum	Maximum
Initial Term Male	230	4.8	2.3	1.00	7.00
Initial Term Female	66	4.4	2.4	1.00	7.00
Mid-Career Male	142	4.8	2.1	1.00	7.00
Mid-Career Female	28	5.2	2.1	1.00	7.00
Total	466	4.8	2.3	1.00	7.00

Table M15

Means and Standard Deviations of Organizational Commitment (Affective, Continuance, and Normative Commitment Scale) by Age Group

Age Group / Scale	*N*	*M*	*SD*	Minimum	Maximum
18 - 20					
ACS	48	22.1	7.7	6.00	38.00
CCS	48	18.1	8.4	6.00	39.00
NCS	48	22.2	8.8	6.00	41.00
21 - 25					
ACS	238	22.3	7.5	6.00	37.00
CCS	238	16.5	8.3	6.00	39.00
NCS	238	19.5	7.9	6.00	41.00
26 - 30					
ACS	132	23.8	8.7	7.00	41.00
CCS	132	16.3	8.2	6.00	38.00
NCS	132	20.8	8.9	6.00	41.00
31 - 35					
ACS	37	24.0	9.6	6.00	42.00
CCS	37	19.8	9.5	6.00	40.00
NCS	37	22.5	7.8	6.00	37.00
36 +					
ACS	12	24.4	9.5	9.00	37.00
CCS	12	18.7	13.6	6.00	42.00
NCS	12	21.9	6.9	11.00	32.00
Total					
ACS	467	22.9	8.1	6.00	42.00
CCS	467	16.9	8.6	6.00	42.00
NCS	467	20.4	8.3	6.00	41.00

Note. ACS = Affective Commitment scale. CCS = Continuance Commitment scale. NCS = Normative Commitment Scale.

Table M16

Means and Standard Deviations of Intent to Leave by Age Group

Age Group	*N*	*M*	*SD*	Minimum	Maximum
18 - 20	48	9.9	5.1	3.00	20.00
21 - 25	238	9.2	5.5	3.00	21.00
26 – 30	132	9.7	6.0	3.00	21.00
31 - 35	37	10.6	6.4	3.00	21.00
36 +	12	12.7	5.9	3.00	19.00
Total	467	9.6	5.7	3.00	21.00

Table M17

Means and Standard Deviations of Well-Being by Age Group

Age Group	*N*	*M*	*SD*	Minimum	Maximum
18 - 20	6	20.6	7.3	10.00	27.00
21 - 25	92	16.5	5.1	4.00	28.00
26 – 30	63	16.3	5.3	4.00	28.00
31 - 35	24	14.5	4.7	4.00	26.00
36 +	9	14.8	6.5	4.00	21.00
Total	194[a]	16.3	5.3	4.00	28.00

[a]Total is accounting for only married respondents.

Table M18

Means and Standard Deviations of Current Reenlistment Commitment by Age Group

Age Group	*N*	*M*	*SD*	Minimum	Maximum
18 - 20	48	2.7	1.5	1.00	5.00
21 - 25	238	2.7	1.6	1.00	5.00
26 – 30	132	2.7	1.6	1.00	5.00
31 - 35	37	2.9	1.6	1.00	5.00
36 +	12	3.6	1.5	1.00	5.00
Total	467	2.7	1.6	1.00	5.00

Table M19

Means and Standard Deviations of Reenlistment Bonus Decision by Age Group

Age Group	*N*	*M*	*SD*	Minimum	Maximum
18 - 20	48	3.6	2.1	1.00	7.00
21 - 25	238	3.6	2.2	1.00	7.00
26 – 30	132	3.7	2.3	1.00	7.00
31 - 35	37	3.1	2.1	1.00	7.00
36 +	12	4.3	2.7	1.00	7.00
Total	467	3.6	2.2	1.00	7.00

Table M20

Means and Standard Deviations of Organization Environment Satisfaction by Age Group

Age Group	*N*	*M*	*SD*	Minimum	Maximum
18 - 20	48	22.4	6.9	7.00	35.00
21 - 25	238	20.4	6.8	5.00	35.00
26 – 30	132	20.8	6.8	5.00	35.00
31 - 35	37	19.9	7.4	5.00	35.00
36 +	12	23.0	7.1	8.00	35.00
Total	467	20.8	6.8	5.00	35.00

Table M21

Means and Standard Deviations of Family Decision to Stay by Age Group

Age Group	*N*	*M*	*SD*	Minimum	Maximum
18 - 20	48	4.9	2.1	1.00	7.00
21 - 25	237	4.8	2.3	1.00	7.00
26 – 30	132	4.6	2.3	1.00	7.00
31 - 35	37	5.3	2.1	1.00	7.00
36 +	12	5.2	1.8	1.00	7.00
Total	466	4.8	2.3	1.00	7.00

Table M22

Means and Standard Deviations of Current Reenlistment Commitment by Education Level Group

Education Level Group	*N*	*M*	*SD*	Minimum	Maximum
HSDG/GED	187	2.9	1.6	1.00	5.00
< 1 year of college	4	3.0	1.4	1.00	4.00
1 to 2 years of college	147	2.7	1.6	1.00	5.00
2 to 3 years of college	37	2.2	1.5	1.00	5.00
3 to 4 years of college	12	3.2	1.3	1.00	5.00
Associates degree	16	3.5	1.7	1.00	5.00
Associates degree with < 3 years of college	6	2.3	1.5	1.00	4.00
Associates with > 3 years of college	11	2.4	1.5	1.00	5.00
Bachelors degree[a]	40	2.3	1.5	1.00	5.00
Graduate Credit > 1 year	4	2.0	1.1	1.00	3.00
Masters degree	3	2.3	2.3	1.00	5.00
Total	467	2.7	1.6	1.00	5.00

[a]One Foreign degree was included in this category.

Table M23

Means and Standard Deviations of Current Reenlistment Commitment by Spouse Work Status Group

Spouse Work Status Group	*N*	*M*	*SD*	Minimum	Maximum
No employment	81	3.2	1.5	1.00	5.00
Employed full-time	75	2.8	1.7	1.00	5.00
Employed part-time	38	2.7	1.8	1.00	5.00
Not married	273	2.6	1.5	1.00	5.00
Total	467	2.7	1.6	1.00	5.00

Table M24

Means and Standard Deviations of Intent to Leave by Spouse Work Status Group

Spouse Work Status Group	*N*	*M*	*SD*	Minimum	Maximum
No employment	81	11.6	5.8	3.00	21.00
Employed full-time	75	9.6	6.3	3.00	21.00
Employed part-time	38	9.1	5.9	3.00	21.00
Not married	273	9.1	5.4	3.00	21.00
Total	467	9.6	5.7	3.00	21.00

Table M25

Means and Standard Deviations of Family Decision to Stay by Spouse Work Status Group

Spouse Work Status Group	*N*	*M*	*SD*	Minimum	Maximum
No employment	81	5.6	2.0	1.00	7.00
Employed full-time	75	5.3	2.1	1.00	7.00
Employed part-time	38	5.9	1.6	1.00	7.00
Not married	273	4.2	2.3	1.00	7.00
Total	467	4.8	2.3	1.00	7.00

Table M26

Means and Standard Deviations of Intent to Leave by Fulfilled Needs Group

Needs Group	*N*	*M*	*SD*	Minimum	Maximum
S	281	10.5	5.8	3.00	21.00
Not met	176	8.2	5.2	3.00	21.00
Undecided	9	10.2	7.0	3.00	21.00
Total	466	9.6	5.7	3.00	21.00
A	197	11.5	5.5	3.00	21.00
Not met	260	8.2	5.5	3.00	21.00
Undecided	9	10.2	7.0	3.00	21.00
Total	466	9.6	5.7	3.00	21.00
G	275	10.3	5.7	3.00	21.00
Not met	182	8.5	5.5	3.00	21.00
Undecided	9	10.2	7.0	3.00	21.00
Total	466	9.6	5.7	3.00	21.00
W	156	11.2	5.6	3.00	21.00
Not met	301	8.8	5.6	3.00	21.00
Undecided	9	10.2	7.0	3.00	21.00
Total	466	9.6	5.7	3.00	21.00
E	251	10.9	5.7	3.00	21.00
Not met	206	8.0	5.3	3.00	21.00
Undecided	9	10.2	7.0	3.00	21.00
Total	466	9.6	5.7	3.00	21.00
R	135	11.7	5.6	3.00	21.00
Not met	322	8.7	5.5	3.00	21.00
Undecided	9	10.2	7.0	3.00	21.00
Total	466	9.6	5.7	3.00	21.00

Note. S = Safety/Security or Physiological; A = Affiliation/Belongingness; G = Growth/Self-Actualization; W = Work/Life Harmony; E = Esteem; and R = Rewards

Table M27

Means and Standard Deviations of Current Reenlistment Commitment by Fulfilled Needs Group

Needs Group	*N*	*M*	*SD*	Minimum	Maximum
S	281	3.0	1.6	1.00	5.00
Not met	176	2.2	1.5	1.00	5.00
Undecided	9	2.5	1.5	1.00	5.00
Total	466	2.7	1.6	1.00	5.00
A	197	3.2	1.6	1.00	5.00
Not met	260	2.4	1.5	1.00	5.00
Undecided	9	2.5	1.5	1.00	5.00
Total	466	2.7	1.6	1.00	5.00
G	275	2.9	1.6	1.00	5.00
Not met	182	2.5	1.6	1.00	5.00
Undecided	9	2.5	1.5	1.00	5.00
Total	466	2.7	1.6	1.00	5.00
W	156	2.2	1.5	1.00	5.00
Not met	301	2.6	1.6	1.00	5.00
Undecided	9	2.5	1.5	1.00	5.00
Total	466	2.7	1.6	1.00	5.00
E	251	3.1	1.5	1.00	5.00
Not met	206	2.3	1.5	1.00	5.00
Undecided	9	2.5	1.5	1.00	5.00
Total	466	2.7	1.6	1.00	5.00
R	135	3.3	1.5	1.00	5.00
Not meet	322	2.5	1.5	1.00	5.00
Undecided	9	2.5	1.5	1.00	5.00
Total	466	2.7	1.6	1.00	5.00

Note. S = Safety/Security or Physiological; A = Affiliation/Belongingness; G = Growth/Self-Actualization; W = Work/Life Harmony; E = Esteem; and R = Rewards

Table M28

Means and Standard Deviations of Family Decision to Stay Fulfilled Needs Group

Needs Group	*N*	*M*	*SD*	Minimum	Maximum
S	281	5.0	2.1	1.00	7.00
Not met	176	4.5	2.4	1.00	7.00
Undecided	9	4.6	2.9	1.00	7.00
Total	466	4.8	2.3	1.00	7.00
A	197	5.0	2.1	1.00	7.00
Not met	260	4.7	2.3	1.00	7.00
Undecided	9	4.6	2.9	1.00	7.00
Total	466	4.8	2.3	1.00	7.00
G	275	4.7	2.2	1.00	7.00
Not met	182	5.0	2.3	1.00	7.00
Undecided	9	4.6	2.9	1.00	7.00
Total	466	4.8	2.3	1.00	7.00
W	156	5.0	2.1	1.00	7.00
Not met	301	4.7	2.3	1.00	7.00
Undecided	9	4.6	2.9	1.00	7.00
Total	466	4.8	2.3	1.00	7.00
E	251	5.1	2.1	1.00	7.00
Not met	206	4.5	2.4	1.00	7.00
Undecided	9	4.6	2.9	1.00	7.00
Total	466	4.8	2.3	1.00	7.00
R	135	5.0	2.1	1.00	7.00
Not met	322	4.7	2.3	1.00	7.00
Undecided	9	4.6	2.9	1.00	7.00
Total	466	4.8	2.3	1.00	7.00

Note. S = Safety/Security or Physiological; A = Affiliation/Belongingness; G = Growth/Self-Actualization; W = Work/Life Harmony; E = Esteem; and R = Rewards

Table M29

Means and Standard Deviations of Reenlistment Bonus Decision by Safety/Security or Physiological Needs Group

Needs Group	*N*	*M*	*SD*	Minimum	Maximum
S	281	3.9	2.2	1.00	7.00
Not meet	176	3.2	2.2	1.00	7.00
Undecided	9	3.5	2.6	1.00	7.00
Total	466	3.6	2.2	1.00	7.00

Note. S = Safety/Security or Physiological.

Table M30

Means and Standard Deviations of Affective Commitment by Safety/Security or Physiological Needs Group

Needs Group	*N*	*M*	*SD*	Minimum	Maximum
S	281	24.6	7.8	6.00	41.00
Not meet	176	20.3	8.0	6.00	42.00
Undecided	9	22.3	6.1	14.00	34.00
Total	466	22.9	8.1	6.00	42.00

Note. S = Safety/Security or Physiological.

Table M31

Means and Standard Deviations of Affective Commitment by Growth/Self Actualization Needs

Group

Needs Group	*N*	*M*	*SD*	Minimum	Maximum
G	275	24.7	7.7	6.00	41.00
Not meet	182	20.2	8.1	6.00	42.00
Undecided	9	22.3	6.1	14.00	34.00
Total	466	22.9	8.1	6.00	42.00

Note. G = Growth/Self Actualization.

Table M32

Means and Standard Deviations of Affective Commitment by Affiliation/Belongingness Needs

Group

Needs Group	*N*	*M*	*SD*	Minimum	Maximum
A	197	27.1	7.7	6.00	42.00
Not meet	260	19.7	8.1	6.00	40.00
Undecided	9	22.3	6.1	14.00	34.00
Total	466	22.9	8.1	6.00	42.00

Note. A = Affiliation/Belongingness.

Table M33

Means and Standard Deviations of Continuance Commitment by Growth/Self Actualization Needs Group

Needs Group	*N*	*M*	*SD*	Minimum	Maximum
G	275	17.2	8.7	6.00	42.00
Not meet	182	16.4	8.4	6.00	40.00
Undecided	9	20.8	4.1	14.00	27.00
Total	466	17.0	8.6	6.00	42.00

Note. G = Growth/Self Actualization.

APPENDIX N

Tables N1-N11 (Summary ANOVA Between-Group Analyses)

Table N1[a]

Summary ANOVA Between-Group Analyses of Variance by Organization Identification Group (Organization A)

Statistical Impact	Post-hoc difference between-groups of Organization A
Total Affective Commitment	
Significant difference	Group A2 significant between A3, A5, A6, and A7 group. Group A7 significant from A8
Total Continuance Commitment	
Reason to suspect significant difference	Group A2 significant between A1, A3, A5, and A6.
Total Normative Commitment	
Significant difference	Group A2 significant between A1, A3, and A6. Group A8 significant from A6.
Total Intent to Leave	
Significant difference	Group A2 significant between A3, A4, A6, and A7. Group A8 significant from A3.
Total Well-Being	
Post-hoc test indicated no significant difference between all eight groups.	
Total Current Reenlistment Commitment	
No reason to suspect Significant difference	Group A2 significant between A1, A3, A5, and A6.
Total Reenlistment Bonus Decision	
Post-hoc test indicated no significant difference between all eight groups.	
Total Organization Environment Satisfaction	
Significant difference	Group A2 significant between A3, A5, and A8.
Total Family Decision to Stay	
No reason to suspect significant difference	No Post-hoc test needed.

[a]See Tables 10-16 and Tables Ma-M7 for further analyses breakdown.

Table N2a[a]

Summary ANOVA Between-Group Analyses of Variance by Soldier Reenlistment Category/Gender Groups

Statistical Impact	Post-hoc difference between-groups of soldier reenlistment category/gender
Total Affective Commitment	
Significant difference	Mid-career male significant from initial term female group
Total Continuance Commitment	
Significant difference	Initial term male significant between initial term female and mid-career male group
Total Normative Commitment	
Significant difference	Initial term male significant from mid-career male group
Total Intent to Leave	
Significant difference	Mid-career female significant from Initial term male group. Initial term male significant from mid-career male group. Initial term female significant between mid-career male and initial term female group.
Total Well-Being	
Not significant difference	Post-hoc test not needed
Total Current Reenlistment Commitment	
Significant difference	Initial term male significant between mid-career male and mid-career female group. Initial term female was significant from mid-career female group
Total Reenlistment Bonus Decision	
Reason to suspect significant difference	Initial term female significant between mid-career female and mid-career female group. Mid-career female was significant from initial term male group.
Total Organization Environment Satisfaction	
Not significant difference	Post-hoc test not needed

Table N2b[a]

Summary ANOVA Between-Group Analyses of Variance by Soldier Reenlistment Category/Gender Groups

Statistical Impact	Post-hoc difference between-groups of soldier reenlistment category/gender
Total Family Decision to Stay	
Not significant difference	Post-hoc test not needed

[a]See Tables 17-23 and M8-M14 for further analyses breakdown.

Table N3a[a]

Summary ANOVA Between-Group Analyses of Variance by Age Group

Statistical Impact	Post-hoc difference between-groups of age
Total Affective Commitment	
Not significant difference	Post-hoc test not needed
Total Continuance Commitment	
No reason to suspect significant difference	Post-hoc test not needed
Total Normative Commitment	
Not significant difference	Post-hoc test not needed
Total Intent to Leave	
No reason to suspect significant difference	Post-hoc test not needed
Total Well-Being	
No reason to suspect significant difference	Post-hoc test not needed
Total Current Reenlistment Commitment	
No reason to suspect significant difference	Post-hoc test not needed
Total Reenlistment Bonus Decision	
No reason to suspect significant difference	Post-hoc test not needed
Total Organization Environment Satisfaction	
No reason to suspect significant difference	Post-hoc test not needed

Table N3b[a]

Summary ANOVA Between-Group Analyses of Variance by Age Group

Statistical Impact	Post-hoc difference between-groups of age
Total Family Decision to Stay	
No reason to suspect significant difference	Post-hoc test not needed

[a]See Tables 24-30 and Tables M15-21 for further analyses breakdown.

Table N4[a]

Summary ANOVA Between-Group Analyses of Variance by Education Level Groups

Statistical Impact	Post-hoc difference between-groups of education level
Total Current Reenlistment Commitment	
Not significant difference	Post-hoc test not needed

[a]See Table 31 and M22 for further analyses breakdown.

Table N5[a]

Summary ANOVA Between-Group Analyses of Variance by Spouse Work Status Groups

Statistical Impact	Post-hoc difference between-groups of spouse work status
Total Current Reenlistment Commitment	
Reason to suspect significant difference	No employment group significant from not married group
Total Intent to Leave	
Reason to suspect significant difference	No employment group significant from not married group
Total Family Decision to Stay	
Reason to suspect significant difference	Not married group significant between no employment group, employed full-time and part-time group

[a]See Tables 32-34 and M23-M25 for further analyses breakdown.

Table N6[a]

Summary ANOVA Between-Group Analyses of Variance (Intent to Leave) by Fulfilled Needs Groups

Statistical Impact	Post-hoc difference between-groups of fulfilled needs
Total Intent to Leave by Safety/Security or Physiological Needs	
Reason to suspect significant difference	Safety/security or physiological needs group significant from not met needs group
Total Intent to Leave by Affiliation/Belongingness Needs	
Significant difference	Affiliation/belongingness needs group significant from not met needs group
Total Intent to Leave by Growth/Self-Actualization Needs	
Significant difference	Growth/self-actualization needs group significant from not met needs group
Total Intent to Leave by Work/Life Harmony Needs	
Significant difference	Work/life harmony needs group significant from not met needs group
Total Intent to Leave by Esteem Needs	
Significant difference	Esteem needs group significant from not met needs group
Total Intent to Leave by Rewards Needs	
Significant difference	Reward needs group significant from not met needs group

[a]See Table 35 and M26 for further analyses breakdown.

Table N7[a]

Summary ANOVA Between-Group Analyses of Variance (Current Reenlistment Commitment) by Fulfilled Needs Groups

Statistical Impact	Post-hoc difference between-groups of fulfilled needs
Total Current Reenlistment Commitment by Safety/Security or Physiological Needs	
Significant difference	Safety/security or physiological needs group significant from not met needs group
Total Current Reenlistment Commitment by Affiliation/Belongingness Needs	
Significant difference	Affiliation/belongingness needs group significant from not met needs group
Total Current Reenlistment Commitment by Growth/Self-Actualization Needs	
Reason to suspect significant difference	Growth/self-actualization needs group significant from not met needs group
Total Current Reenlistment Commitment by Work/Life Harmony Needs	
Significant difference	Work/life harmony needs group significant from not met needs group
Total Current Reenlistment Commitment by Esteem Needs	
Significant difference	Esteem needs group significant from not met needs group
Total Current Reenlistment Commitment by Rewards Needs	
Significant difference	Reward needs group significant from not met needs group

[a]See Table 36 and M27 for further analyses breakdown.

Table N8[a]

Summary ANOVA Between-Group Analyses of Variance (Family Decision to Stay) by Fulfilled Needs Groups

Statistical Impact	Post-hoc difference between-groups of fulfilled needs
Total Family Decision to Stay by Safety/Security or Physiological Needs	
Reason to suspect significant difference	Safety/security or physiological needs group significant from not met needs group
Total Family Decision to Stay by Affiliation/Belongingness Needs	
Not significant difference	No Post-hoc test needed
Total Family Decision to Stay by Growth/Self-Actualization Needs	
Not significant difference	No Post-hoc test needed
Total Family Decision to Stay by Work/Life Harmony Needs	
Not significant difference	No Post-hoc test needed
Total Family Decision to Stay by Esteem Needs	
Reason to suspect significant difference	Esteem needs group significant from not met needs group
Total Family Decision to Stay by Rewards Needs	
Not significant difference	No Post-hoc test needed

[a]See Table 37 and M28 for further analyses breakdown.

Table N9[a]

Summary ANOVA Between-Group Analyses of Variance (Reenlistment Bonus Decision) by Fulfilled Needs Groups

Statistical Impact	Post-hoc difference between-groups of fulfilled needs
Total Reenlistment Bonus Decision by Safety/Security or Physiological Needs	
Significant difference	Safety/security or physiological needs group significant from not met needs group

[a]See Table 37 and M29 for further analyses breakdown.

Table N10[a]

Summary ANOVA Between-Group Analyses of Variance (Affective Commitment) by Fulfilled Needs Groups

Statistical Impact	Post-hoc difference between-groups of fulfilled needs
Total Affective Commitment by Safety/Security or Physiological Needs	
Significant difference	Safety/security or physiological needs group significant from not met needs group
Total Affective Commitment by Growth/Self-Actualization Needs	
Significant difference	Growth/self-actualization needs group significant from not met needs group
Total Affective Commitment by Affiliation/Belongingness Needs	
Significant difference	Affiliation/belongingness needs group significant from not met needs group

[a]See Tables 39-41 and M30-M32 for further analyses breakdown.

Table N11[a]

Summary ANOVA Between-Group Analyses of Variance (Continuance Commitment) by Fulfilled Needs Groups

Statistical Impact	Post-hoc difference between-groups of fulfilled needs
Total Continuance Commitment by Growth/Self-Actualization Needs	
Not significant difference	No Post-hoc test needed

[a]See Table 42 and M33 for further analyses breakdown.